

DOCUMENT RESUME

ED 234 794

IR 050 424

TITLE Fund Raising in ARL Libraries. Kit 94.
INSTITUTION Association of Research Libraries, Washington, D.C.
Office of Management Studies.
PUB DATE May 83
NOTE 129p.; Developed by the Systems and Procedures
Exchange Center. Best copy available. Photographs
will not reproduce clearly.
AVAILABLE FROM Association of Research Libraries, Office of
Management Studies, SPEC Center, 1527 New Hampshire
Ave. NW, Washington, DC 20036 (\$15.00 per kit for
nonmembers; \$7.50 per kit for members).
PUB TYPE Collected Works - General (020) -- Reports -
Research/Technical (143) -- Tests/Evaluation
Instruments (160)
EDRS PRICE MF01 Plus Postage. PC Not Available from EDRS.
DESCRIPTORS *Academic Libraries; Educational Finance; *Fund
Raising; Higher Education; *Library Administration;
*Library Expenditures; Library Surveys; Occupational
Information; Questionnaires; *Research Libraries
IDENTIFIERS *Library Funding

ABSTRACT

In January 1983 the Association of Research Libraries (ARL) surveyed its members regarding their fund raising programs. A response rate of 85% (95 out of 113 libraries surveyed) was obtained. It was found that 85% of ARL member libraries had been involved in university-wide fund campaigns; that over 75% of the respondents had also conducted independent efforts to obtain outside moneys; that nearly all university campaigns requested over \$1 million with the library's share averaging around 10%; and that library funding was used for acquisition of materials, automation, building, preservation, equipment purchases, network or cooperative entry, endowment of a position, staff development, or conduct of a planning program. A movement to multi-source funding from individuals, corporations, government agencies, and foundations was also noted. This document presents the survey report containing a sample questionnaire, ten ARL member reports on fund raising activities and job descriptions for fund raising officers, and examples of materials used in nine specific-need library campaigns and seven joint university-library campaigns. A list of information sources on nonprofit fund raising, a concise summary of related issues and trends, and an evaluation sheet for this ARL Systems and Procedures Exchange Center (SPEC) kit are also provided. (ESR)

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#94, MAY 1983

OMS

Systems and Procedures Exchange Center

ISSN 1060 3574

FUND RAISING IN ARL LIBRARIES

An increasing number of Association of Research Libraries (ARL) members are developing multiple sources of financial support that go beyond university capital funding and individual endowments, and such alternative funding is being used for a growing number of research library activities and facilities. According to a Systems and Procedures Exchange Center survey completed in January 1983, over half of the 95 responding libraries (85% of the ARL membership) had been named in a university-wide campaign as a target area for funds in the past three years, and over three-fourths of the responding libraries had conducted efforts independent of the university to obtain outside monies during that period. In addition to the traditional book funds and special collections, libraries are requesting alternative funds for automation, building renovation, preservation activities, and equipment purchases.

CURRENT ACTIVITIES. While at least four libraries have created new positions related to fund development in the last year, in 38 cases the library director was named as being responsible for fund raising. Thirty-one libraries named someone other than a director. Slightly over three-quarters of the universities where ARL member-respondents are located (73) have active development programs that include the library in their planning and campaigns, and ongoing fund raising — as compared with special campaigns and endowments — is reported as the most frequent method of requesting support. Nearly all universities request over \$1 million in their campaigns. In 16 reported university campaigns over \$1 million, the library's share ranged from 2% to 100% of funds received, with an average of 10%. University-wide campaigns during the past three years were rated successful in 24 out of 51 cases, while 59 out of 72 library campaigns were rated as achieving their goals.

Focusing on library efforts independent of campus-wide campaigns, individual gifts and the government remain the most-named sources for money, with foundation grants and corporation support growing as funding sources. Areas identified for outside funding, from most-often-named to least-often are acquisition of materials (58), automation (40), building (32), preservation (30), equipment purchase (27), entry into network or cooperative (13), endowment of position (11), staff development (11), and conduct of a planning program (10). In comparing documents from ARL members between 1978 and 1982, it is clear that research libraries are refining their strategies for appeals for funds. They are gearing materials to targeted groups, e.g., parents, organizations and businesses, alumni, corporations, foundations, and are explaining specific library needs to these targeted groups.

TRENDS IN FUNDING SOURCES. Traditionally, research libraries have looked to individuals for endowments and to a few well-known foundations for support of projects, often relying on campus-wide development offices for fund raising expertise. Government funding also has assisted particular areas of library work. However, in the current climate of uncertain federal support for education, there is a growing effort to search out foundations and corporations with interest in or potential for library support, understand their methods and criteria for grants, and match appropriate donors and grantees.

Corporations, for example, in 1981, contributed about \$3 billion in funds to non-profit organizations, and another \$3 billion in staff or equipment. Foundations contributed about \$2 billion in the same year. Most analysts agree that corporate support of non-profit organizations will increase slightly over the next several years, while foundation support will stay at about the same level as currently. However, individuals still are the mainstay of charitable giving, with about \$48 billion coming from them during that time period.

With the growing interest in fund development by many types of non-profit agencies, it is not surprising that there is a growing professional expertise in fund raising. Corporations and foundations are adding professional staff to handle the flood of grant requests they receive, and many are working to make their requirements and procedures for grants more understandable. A number of foundations are banding together geographically or through common interests in cooperative efforts to help in their grant-giving activities. In addition, many foundations and corporations that have set up offices in this area will work directly with library personnel. The addition of corporations to the cadre of fund givers has created some new approaches to fund development. Foundation giving emphasizes a commitment to educational ideals and philosophies, while corporations stress enlightened self-interest as the basis for support: they are eager to see their companies and employees benefit from programs. Thus, research libraries often find that corporations using their services (e.g., computer searching) are more interested in supporting a campaign.

LIBRARY TRENDS AND ISSUES. Research library administrators are seeking to fine-tune development strategies and grant preparation procedures, to increase the number of successful campaigns. To help, there are a growing number of information sources, training agencies, and consultants in the fund raising business. While libraries need to use caution in deciding where to go for information, there are a number of low-cost or free services: the most well known is The Foundation Center.

One movement is toward multi-source funding, with specific appeals for funds targeted to appropriate individuals, corporations, government agencies, or foundations. ARL members are working with university development offices, and also increasing the library's capacity to generate outside funding. All of this calls for personnel with training and expertise in areas of public relations and grant writing as well as the ability to locate and cultivate potential donors. A combination of both well-written proposals and personal contacts is seen as necessary for most fund raising efforts. One advantage of research libraries in the competition for grants is their continuity and longevity as institutions: tried-and-true agencies with well-known programs are faring best in the current climate.

What effects this current interest in fund raising will have on research library management remains to be seen. Currently, there are a variety of levels at which library directors and top administrators are involved in fund development. Among the questions raised by library directors looking farther into the future are the following. To what extent will library administrators become more responsible for developing funds? Will they be expected to develop approaches and goals for programs, and will they be more involved in actual solicitation? In terms of budgeting, will external funds become a larger percentage of operating expenses at some research libraries? Will any outside funds be countered by a corresponding decrease in university funds? And there is also a question of management of funds that are generated from joint university-library development efforts: How will the funds be administered and used?

The SPEC Kit on Fund Raising in ARL Libraries (#94, May 1983, 103 pp.) contains results of the January 1983 SPEC Survey on Fund Raising, a list of information sources on non-profit fund raising, 10 ARL member reports on fund raising activities and job descriptions, nine examples of specific-need library campaigns and seven examples of joint university-library campaigns. An earlier SPEC Kit, External Fund Raising (#48, October 1978), contains additional examples as well as some information on foundations that have traditionally supported libraries. SPEC Kits are available mainly by subscription from: SPEC Center, Office of Management Studies, ARL, 1527 New Hampshire Ave., N.W., Washington, D.C. 20036. Individual kits are available for \$15.00, prepaid. (ARL library members receive kits for \$7.50.)

USES OF SPEC KITS

The Systems and Procedures Exchange Center (SPEC) is a clearinghouse operated by the Association of Research Libraries, Office of Management Studies that provides a central source of timely information and materials on the management and operations of large academic and research libraries. It facilitates the exchange of knowledge and documents through SPEC Kits, which are distributed ten times each year to ARL members and other interested libraries. The Kits include topically-arranged groupings of unedited primary source documents - selected for their value to administrators and decision-makers - that illustrate a wide range of alternative approaches to specific issues.

Kit documents come from general membership surveys and from selected libraries contacted directly by SPEC, and most Kits are produced within six months of surveys. The documents' value comes from their variety of ideas, methods, and solutions. They are not viewed as finished products, but rather as points of departure for a library's planning efforts and as stimulants to innovative approaches to problem-solving. As such, Kits do not present answers or prescriptions for any one library; instead they illustrate how selected ARL members are planning for or dealing with particular issues. The worth of any one Kit to a particular library will depend upon the specific topic covered and the library's stage of development in that area.

Materials are selected according to the following criteria:

- Presents an approach of potential value to administrators and decision-makers
- Timely, and dealing directly with the topic under consideration
- Probability of application of ideas or thinking to other library situations
- Illustrative of actual practice, rather than theoretical
- Understandable, readable communication

All together, the materials should provide a range of alternative approaches that complement each other, provide variety, and stimulate comparison and contrast.

Libraries can take advantage of the Kit compilations in a number of ways. Administrators can evaluate the assumptions, methods, and results of other libraries' approaches; compare and contrast them; and use the learnings in their own situations. Library staff members can use the kits as professional development and current awareness tools. Committees and task forces can use them to begin a review of current practices. And the Kits can identify other persons or places to contact for further information. Back-up files in the SPEC office also are available for loan to member libraries. In addition, SPEC will conduct on-demand surveys or analyses geared specifically for a single library.

EVALUATION

Kit Title/Number _____

1. Which uses did the library make of this Kit?

2. Please indicate how useful the Kit was for these purposes.

☐ Very Useful ☐ Quite Useful ☐ Somewhat Useful ☐ Not Useful

3. Do you have suggestions for this Kit or for future Kits?

(optional)

NAME _____

LIBRARY _____

PHONE _____

Please return this form to the SPEC Center, OMS/ARL, 1527 New Hampshire Ave., N.W., Washington, DC 20036.

SPEC KIT ON FUND RAISING
IN ARL LIBRARIES
MAY 1983 Kit #94

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OFFICE OF MANAGEMENT STUDIES

ASSOCIATION OF RESEARCH LIBRARIES

1527 New Hampshire Avenue, N.W., Washington, D.C. 20036 • (202) 232-8656

SPEC SURVEY ON FUND RAISING/DEVELOPMENT

In late summer, 1982, the Systems and Procedures Exchange Center decided to conduct a written survey of ARL members on the topic of fund raising programs, based in part on an inquiry received from the University of Tennessee Library (UTK). During November, 1982, SPEC sent the survey to the liaisons at the (then) 113 ARL member libraries. By January, 1983, responses and materials had been received from 95 libraries, or 85% of the membership.

UTK's development office and library staff expressed particular interest in identifying successful fund raising programs for amounts exceeding \$1 million. The survey reflects that interest. The following pages include the questionnaire, with some response totals indicated. Other information from the survey follows, in tabular format. Some tables are adapted from those designed for Tennessee.

Detailed responses to questions that include alternatives such as "other" are not recorded in these results. Relatively few of these responses were received. However, if information on them is needed, or if other questions about the data arise, SPEC can provide additional assistance. Contact the SPEC Center at (202) 232-8656.

OFFICE OF MANAGEMENT STUDIES

ASSOCIATION OF RESEARCH LIBRARIES

1527 New Hampshire Avenue, N.W., Washington, D.C. 20036 • (202) 232-8656

November 15, 1982

TO: SPEC Liaisons

FROM: SPEC Center

RE: ARL/SPEC Survey on Fund Raising/Development

This survey is one of only three that your library will receive as part of the ARL/OMS SPEC effort to produce documents and data for the 1983 Flyers/Kits and files. Initially, the University of Tennessee Libraries commissioned this survey for planning on both library- and university-wide levels. Since that time, several other ARL members have specifically requested information on this topic for use in 1983. In addition, we will be producing a Spring 1983 Kit, and will have files available for loan to ARL members.

We request your response by December 15, when we will begin tabulating the data. If you have any questions, please feel free to call Maxine Sitts or Jane Rosenberg at 202 232-8656.

*

*

*

RESPONDING ARL LIBRARY _____

SYSTEMS AND PROCEDURES EXCHANGE CENTER SURVEY: FUND RAISING AND DEVELOPMENT ACTIVITIES IN ARL MEMBER INSTITUTIONS

RESPONDENT NAME _____

PHONE NUMBER

AC() _____

Please provide names and phone numbers of persons responsible for fund raising, where applicable. These names will NOT be published, they are requested for possible contact by individual ARL members.

LIBRARY:

Name _____

Position _____

Phone () _____

UNIVERSITY DEVELOPMENT OFFICE

Name _____

Phone _____

SYSTEM-WIDE DEVELOPMENT OFFICE

Name _____

Phone _____

RESPONDING ARL LIBRARY 95 libraries responded, or 83% of the membership

UNIVERSITY-WIDE FUND RAISING/DEVELOPMENT

1. Does the university have any active fund raising or development programs that include the library in their planning and campaigns?

73 YES (77%)

PLEASE INDICATE TYPES: (Check as many as applicable.)

See table 1 ☐ ongoing fundraising (e.g., friends, alumni groups)
☐ campaign with specific time frame
☐ endowments
☐ other (explain) _____

22 NO (23%)

2. IF YES, has there been a university-wide campaign or fund raising effort in the past three years that included the library as a target area for support?

49 YES (53%)

WAS IT: See table 4
☐ Successful ☐ Unsuccessful

AMOUNT OF FUNDING SOUGHT FOR ENTIRE CAMPAIGN

See tables 2 and 3 ☐ Up to \$500,000
Library portion \$ _____
☐ \$500,001 to \$1 million
Library portion \$ _____
☐ Over \$1 million (indicate amount \$ _____)
Library portion \$ _____

Which specific library needs were identified in the campaign?
(Check as many as applicable.)

12 Building
☐ Addition
12 Renovation
☐ New Building
19 Automation (e.g., systems, records conversion)
42 Acquisition of materials
11 Equipment purchase (e.g., audiovisual)
10 Preservation
☐ Endowment of position
☐ Staff development
☐ None
7 Other _____

Please enclose planning documents and examples of materials used during fund raising efforts.

IF YOU WISH TO REPORT ON MORE THAN ONE EFFORT, PLEASE FEEL FREE TO COPY THIS PAGE.

RESPONDING ARL LIBRARY _____

LIBRARY FUND RAISING/DEVELOPMENT INDEPENDENT OF UNIVERSITY EFFORTS

1. In the past three years, has the library made efforts independent of university-wide efforts to obtain outside funding?

72 YES (77%)

Successful

Unsuccessful

See table 5 Amount of funding sought, if known: \$ Range: \$10,000 - \$15,619,000

23 NO (23%)

Based on 31 responses

2. If YES, from which sources (Check as many as applicable.)

52 Individual gifts
43 Foundation grants
26 Corporation support
53 Government sources
12 Other

3. Which of the following areas have been identified for outside funding support? (Check as many as applicable.)

AMOUNT OF funds sought,
if known

<u>32</u>	Building	_____
<u>7</u>	Addition	_____
<u>22</u>	Renovation	_____
<u>14</u>	New Building	_____
<u>40</u>	Automation (e.g., systems, records conversion)	_____
<u>13</u>	Entry into network or cooperative	_____
<u>58</u>	Acquisition of materials	_____
<u>10</u>	Planning program/project	_____
<u>27</u>	Equipment purchase (e.g., audiovisual)	_____
<u>30</u>	Preservation	_____
<u>11</u>	Endowment of position	_____
<u>11</u>	Staff development	_____
<u>4</u>	Publication and research	_____
<u>3</u>	Conference attendance	_____
<u>4</u>	Fellowships/scholarships	_____
<u>4</u>	Travel	_____
<u>23</u>	Other	_____

Please attach planning documents and examples of fundraising materials and fund raising or development position job descriptions within the library that will be helpful to other ARL libraries, and that may be used in a 1973 ARL-SPEC Kit on fundraising.

RETURN SURVEY TO: FUND RAISING SURVEY, OMS/ARL, 1527 New Hampshire Ave., N.W., Washington, D.C. 20036, by December 15, 1982.

Table 1

University Fund Raising Programs That Include Their Libraries

	No. programs reported	Percent (%) including libraries
Ongoing fund raising	63	86
Special campaigns	39	54
Endowments	38	53
Other	7	10
Total	147	

Table 2

Amount of Funding Sought in Recent University-wide Campaigns

Amount	No. campaigns	Percent (%)
Up to \$500,000	6	14
\$500,000 to \$1 million	2	4
Over \$1 million	36	82
Total	44	100%

Based on 44 responses from the 49 libraries that indicated that such campaigns had occurred during the last three years

Table 3
Successful University-Wide Fund Raising Campaigns
Over \$1 Million: Reports from 16 Libraries

e	Amount Targeted (In millions)	Library Portion (In millions)	Library Percentage
	158	14	9%
	250	5	2
	250	13	5
	250	13	5
	100	5	5
	11.6	4	34
		.15	
	25	.042	
	130	10	8
	10	3	30
	6.5	6.5	100
		.915	
	25	.75	3
	150	10	7
	12.5	.6	5
	370	36	10

Based on reports from 16 libraries
Blanks indicate missing information

Table 4
Success of University-Wide Fund Raising Efforts
During the Past Three Years

Successful campaigns*	24
Unsuccessful campaigns	4
Campaigns in progress	17
Campaign upcoming	6
Total	51

Based on reports from 49 libraries. Two libraries reported their campaigns successful and still in progress.

Table 5
Success of Independent Library Fund Raising
Efforts During the Past Three Years

Successful campaigns	59
Unsuccessful campaigns	10
Campaign in progress*	11

*Some libraries marked more than one response
Based on a total of 72 responses

ACTIVITY REPORTS AND JOB DESCRIPTIONS

Position Description

Case Western Reserve University
Cleveland, Ohio

Position Title: Director of Development for the University Libraries

Responsible to: Director of University Libraries

Basic Objective

To improve the level of understanding of the programs and needs of the University Libraries among alumni, friends, foundations, corporations, government, and the community in general and thereby increase the involvement and financial support from these constituencies.

Principal Responsibilities

To support, serve and counsel the Director of University Libraries in the areas of fund raising, public relations, and communications.

The Director of Development has the primary responsibility to define goals and objectives in these areas, to develop both short and long-range plans, and to coordinate implementation of relevant programs. He recommends strategy, major tactical objectives, and specific program plans for the approval of the Director and of key volunteer leaders.

The Director of Development coordinates operations and secures central University services necessary to support the University Libraries development programs, such as development information and services, deferred giving, foundations relations, corporate relations, research administration, and University Communications. The Director also helps to coordinate the Libraries development programs with those of the constituent University management centers and with the central office of University Development.

Principal Duties

1. To develop and secure support for development plans for the University Libraries.
2. To staff the Friends of the University Libraries program.
3. To assist in the development of grant proposals to foundations, corporations, and government agencies.
4. To secure central University development services in the following areas:
 - a. Deferred giving, foundation relations, corporate relations, government grants (Office of Research Administration).
 - b. Logistical services such as gift receipting, prospect research, mailing services, and alumni data management.

- c. External communications, including publications (University Communications).
- d. Special events (Office of the University Secretary).
- 5. To plan and implement production of brochures and other promotional materials to generate gifts and grants.
- 6. To develop and maintain a system of reference materials and a file of information about programs, goals and plans of the University Libraries.
- 7. To develop and maintain a system to track and follow up major gift prospects for the University Libraries and provide services and information to donors and their families. This includes responsibility for validating and providing prospect and donor information to the central University Development files.
- 8. To utilize central University Development systems and other sources of data to report and interpret gift and grant income to the University Libraries by source, program and purpose and render reports quarterly.
- 9. To serve as liaison between the University Libraries and the Office of University Development - attend staff meetings, prepare reports, etc

University Relationships

The Director of Development reports to the Director of University Libraries. He operates within development policies established by the University Trustees and in concert with plans formulated by the Office of University Development.

The Director of Development coordinates operations and secures services to the University Libraries development programs from other internal fund-raising staff units.

The Director of Development coordinates and utilizes the services for development purposes of other staff members employed in relevant roles within the University Libraries (public relations, communications).

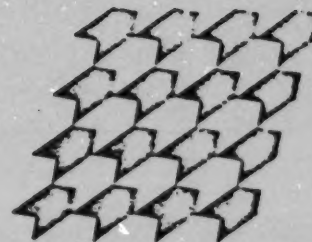
Submitted: _____

Michael Partington
Michael Partington

Approved: _____

Ann Drain
Ann Drain, (Acting) Director

National Society of Fund Raising Executives
Chicago Chapter
221 N. LaSalle Street, Suite 2026
Chicago, IL 60601
312/346-1600



Position Available

(PRINT OR TYPE ONLY)

TITLE OF POSITION Director of Development

DESCRIPTION OF RESPONSIBILITIES Coordinate and manage on-going membership program. Identify individuals, corporation, foundation prospects for major gifts. Maintain records on prospects, donors, members. Write proposals, coordinate solicitations, serve as staff to Board of Directors in its fund-raising efforts. Ensure timely and adequate response to gifts. Prepare progress reports as required. Establish gift accounting procedures in cooperation with Business Officer. Maintain communication with prospects, donors, users. Coordinate, manage various special events. Advise and assist on general and special public relations and promotions.

HISTORY/PURPOSE/DIRECTION OF ORGANIZATION 86-year old privately supported public research library providing comprehensive, specialized collections and a variety of service facilities and programs. Development program initiated originally under grants from National Endowment for Humanities and Chicago Community Trust. Objectives: increase annual operating support, improve present programs, achieve heightened community visibility, participate in planning and implementing new capital fund effort.

NAME AND TITLE TO WHICH POSITION REPORTS Executive Director, with collateral reporting to Chairman, Board Development Committee and President of Board

FUND RAISING BUDGET OF ORGANIZATION \$50,000

PROPOSED FUND RAISING GOAL OF ORGANIZATION 3-year goal: \$1.3 million; on-going annual: \$150,000- capital effort not yet set

IS THERE A CONTRACT FOR THIS POSITION? ☐ YES ☒ NO

SALARY RANGE \$20,000 minimum VACATION 4 weeks

INCREMENT POLICY Annual

RETIREMENT POLICY TIAA/CREF

HEALTH AND LIFE INSURANCE Free life insurance. Health plan (incl. major medical) available

OTHER Regular paid holidays

Please mail to:

For information and membership throughout NSFR

(over)

REQUIREMENTS FOR THIS POSITION

EDUCATION Some college or equivalent desirable

EXPERIENCE Basic fund-raising techniques, incl. direct mail, foundation and corporate relations, proposal preparation, volunteer coordination, clear and concise writing essential. Appearance and poise are important traits.

RESUME Yes STARTING DATE Immediate

OTHER On-going program in effect. Experienced support staff. Department includes own word-processing facility

DO YOU WISH ANONYMITY? ☐ YES ☒ NO TELEPHONE 225-2526

NAME OF ORGANIZATION The John Crerar Library

CORRESPONDENCE TO WHOM Mr. William S. Budington, Executive Director and Librarian

STREET ADDRESS 35 West 33rd Street

CITY Chicago STATE Illinois ZIP 60616

THE CENTER FOR RESEARCH LIBRARIES



#11-82

1 December 1982

6050 South Kenwood Avenue

Chicago, Illinois 60637

(312) 955-4445

P O S I T I O N A V A I L A B L E

POSITION: Development Officer/Planning and Budgeting Officer

AVAILABLE: 1 January 1983

QUALIFICATIONS: College degree, three to five years previous key staff or middle management experience, highly articulate, both verbally and in writing, knowledge of budget preparation and fund accounting techniques in not-for-profit environment. Previous grantsmanship training and/or development experience, working knowledge of automated word processing and/or management information systems highly desirable.

JOB SUMMARY: Drafts plans, organizes procedures, directs staff activities, controls and evaluates efforts, and coordinates orientations and public relations for fund raising and grants management program. Organizes staff activity for and drafts original, coordinates production and revision, and produces final version of Annual Operating Plan and revised Long Range Plan for Program and Finances. Monitors budget, conducts quarterly budget review, recommends budgetary revisions where appropriate.

SALARY GRADE: Administrative; minimum of \$25,000, appointment level depending upon qualifications.

STATUS: Permanent, full time.

APPLY TO: Send letter of application, resume and list of three references by 7 January 1983 to:

Yvonne Jefferson
Office Manager
The Center for Research Libraries
6050 South Kenwood Avenue
Chicago, Illinois 60637

EQUAL OPPORTUNITY EMPLOYER

JOB DESCRIPTION, JOB NUMBER: 10027310

POSITION: Development Officer
Planning and Budgeting Officer

SCHEDULE: Permanent, full-time (50% of 1.0 FTE on development function)

JOB SUMMARY: Drafts plans, organizes procedures, directs staff activities, controls and evaluates efforts, and coordinates orientations and public relations for the fund raising and grants management program. Organizes staff activity for and drafts original, coordinates production and revision, and produces final version of Annual Operating Plan and revised Long Range Plan for Program and Finances. Monitors budget, conducts quarterly budget review, recommends budgetary revisions where appropriate.

MAJOR DUTIES: 1) Drafts plans, timetables and budgets for Center's overall development objectives and for specific development projects when necessary.
2) Organizes procedures and data support systems for development operations, including fund raising techniques and involvement of the Financial Resources Development Committee of the Board of Directors.
3) Directs activities of staff in implementing development functions from proposal preparation through evaluation procedures.
4) Controls and evaluates development efforts; prepares reports to meet internal and external requirements.
5) Coordinates and conducts development orientation programs for Board, staff and others; coordinates complementary public relations efforts with Public Information Officer.
6) Prepares Budget Preparation Manual annually, organizes staff activity to prepare original budget requests, coordinates budget negotiations with management.
7) Drafts original Annual Operating Plan, revises after review and approval by Board and Council, writes final Plan and distributes to appropriate parties.
8) Monitors current budget, conducts quarterly budget reviews, recommends revisions in current budget when appropriate.
9) With Director, updates and revises Long Range Plan for Program and Finances and related documents.
10) Acts as staff liaison to Budget & Finance Committee, Financial Resource Development Committee and Budget & Finance Sub-Committee; member of Management Committee.

SKILLS AND TRAINING: 1) College degree required.
2) Articulate, both verbally and in writing; ability to communicate effectively with important people.
3) Ability to work successfully with others as part of management team.
4) Knowledge of budgeting and fund accounting techniques in not-for-profit environment.
5) Accurate and detail-minded.

EXPERIENCE: 1) Three to five years of key staff or middle management experience.
2) Previous grantmanship training and/or development experience highly desirable.
3) Previous experience in preparing and monitoring formal budgets.
4) Working knowledge of automated word processing and/or management information systems highly desirable.

TRAINING PERIOD: 9-11 months.

CONSEQUENCE OF ERROR: Serious with regard to both the Center's image and its financial picture for both internal and external parties.

RESPONSIBILITY: Has major responsibility for proper reporting on and use of Center funds and for establishing and implementing policies and procedures related to the development function.

CONTACTS: Frequent contact with supervisory and management staff, members of the Board of Directors, and important external sources for library funding.

SUPERVISION: Supervises up to 1.0 FTE secretarial support staff. Reports to Director.

MENTAL/PHYSICAL EFFORT: Work is often performed under deadline pressures and requires constant attention to detail.

GRADE: Administrative.

OTHER DATA: Date of initial job description: 22 November 1982
Date of last review of job description: 22 November 1982

GENERAL LIBRARY VACANCY LIST No. 338

The following positions will be available in the General Library at Berkeley. Current library staff who are interested in these opportunities for transfer or promotion are invited to inquire at the Library Personnel Office, Room 447 Library or telephone extension 2-3778. Applicants for professional positions should apply at the Library Personnel Office. Applicants for staff positions who are not currently employed by the General Library should apply at the Campus Personnel Office, 2539 Channing Way.

STAFF PERSONNEL POSITION

Senior Administrative Analyst (Director of Development)

\$2,115.00 to \$2,551.00 per month

CLOSING DATE: 5 March 1982

Campus Personnel I.D. No: 01-218-22

The General Library of the University of California, Berkeley, embraces a collection of almost six million book and serial volumes and holds major collections of maps, manuscripts, and pictorial and other non-book materials. In addition to the Main Library's central holdings, the General Library comprises the Moffitt Undergraduate Library, The Bancroft Library and twenty-three branch libraries in various subject specialties. Approximately 75,000 titles are cataloged annually and over 80,000 serials are currently received. The General Library participates in major programs of inter-institutional library cooperation, including the Research Libraries Group, the Berkeley/Stanford University Cooperative Library Program, coordinated collection development arrangements, and intercampus services for expeditious resource-sharing.

DUTIES: Under the general direction of the University Librarian and in close coordination with other members of the General Library administration, the incumbent is responsible for developing and managing fund-raising and related programs with the objective of enhancing the General Library's collections, facilities, and services through supplements to state-funded support. This includes preparation of materials, recruitment and training of permanent staff and volunteers, and program execution according to a rigorous and well-defined schedule.

Works with selected library staff members to develop and obtain corporate and foundation programmatic support in the General Library. Establishes and maintains close liaison with existing development efforts in the General Library, including the Mark Twain Project, the Regional Oral History Office, the History of Science and Technology Program and other programs of The Bancroft Library, the East Asiatic Library, and library selectors in various fields. Reports on a regular basis to the Library Administration and to General Library Department Heads, and to the Berkeley Foundation by appropriate written and verbal communication. Coordinates fund-raising planning with the Berkeley Foundation and with other Berkeley campus and Universitywide units as appropriate.

Cultivates donors and prospects, exercising a high degree of initiative consistent with sound judgment.

Prepares annual program budget for all development efforts; monitors all expenses related to this program. Is responsible for the maintenance of fund-raising records, development of appropriate statistics, and presentation of such data to the Library Administration and other review agencies. Reviews and revises appropriately the Library's procedures and actions with regard to gift acceptance and acknowledgement appropriate to the level of donation.

Director of Development (Continued)

QUALIFICATIONS: Applicants should have expertise in all areas of fund-raising, including governmental and foundation grants, individual and corporate giving, including annual campaigns and planned giving. Must have demonstrated ability to manage independently a varied development program; ability to work effectively with volunteers as well as colleagues is essential.

Applicants must be adept at verbal and written communication, particularly in regard to writing funding proposals and other development materials, and must have a demonstrated record of successful gift solicitation. Must be a self-starter, and should have the ability to motivate and inspire other people. Previous working experience in a library desirable but not essential; should be able to develop an appreciation of and sensitivity to the Library's role and salient operations and services in order to communicate their importance to potential donors.

Demonstrated ability to speak effectively and convincingly before groups of various sizes is essential.

Bachelor's degree required; advanced degree in business, public relations or related field preferred, or equivalent combination of education and fund-raising experience. Knowledge of marketing, charitable tax laws is helpful.

The University of California, in compliance with Title VI and VII of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972 (45 CFR 86), and Sections 501 and 504 of the Rehabilitation Act of 1973, does not discriminate on the basis of race, color, national origin, religion, sex or handicap in any of its policies, procedures, or practices; nor does the University, in compliance with the Age Discrimination in Employment Act of 1976 and Section 402 of the Vietnam Era Veterans Readjustment Act of 1974, discriminate against any employee or applicant for employment on the basis of age or because they are disabled veterans or veterans of the Vietnam Era. This nondiscrimination policy covers admission, access, and treatment in University programs and activities, and application for and treatment in University employment.

In conformance with University policy and pursuant to Executive Order 12246 as amended, Section 503 of the Rehabilitation Act of 1973, and Section 402 of the Vietnam Era Veterans Readjustment Act of 1974, the University of California is an affirmative action/equal opportunity employer.

Inquiries regarding the University's equal opportunity and affirmative action policies may be directed to Robert F. Kerley, Vice Chancellor--Administration, 200 California Hall, University of California, Berkeley, CA 94720, telephone 642-7374.



New York University
A private university in the public service

Elmer Holmes Bobst Library
Office of the Dean of the Libraries
70 Washington Square South
New York, N.Y. 10012

NEW YORK UNIVERSITY LIBRARIES

Position Vacancy

Title

Research and Development Librarian

Description

Assists the Director of Public & Administrative Services in a variety of administrative and development functions including: preparation and editing of correspondence, reports and other documents; generation of press releases and other publicity; development of grant proposals; investigation of topics related to Library policies, procedures and programs; compilation and interpretation of data related to operations; coordination of surveys; and other administrative support as necessary.

New York University Libraries

Library facilities at New York University serve the school's 50,000 students and faculty and contain more than 3 million volumes. The Elmer Holmes Bobst Library houses 2 million of these volumes and serves as the university's principle research resource. New York University is a member of the Research Libraries Group and utilizes RLG's Research Libraries Information Network automated cataloging and acquisitions system. NYU also serves as the administrative headquarters of the Research Library Association of South Manhattan, a consortium which includes four academic institutions in Greenwich Village. An on-line integrated catalog will soon serve the users at all four consortium institutions.

Qualifications

Accredited MLS. Ability to communicate effectively orally and in writing; demonstrated knowledge of research methods and techniques; familiarity with correspondence and report presentation; experience with proposal writing and fund-raising. Additional master's degree is required for promotion beyond the rank of Library Associate (equiv. Instructor). Two years broad experience in a research library.

Salary/Benefits

Faculty status, tuition remission, TIAA/CREF, five weeks annual vacation. Salary commensurate with experience and background. Minimum: \$17,000.

Apply: Send resume and letter of application, including the names of three references, by August 15, 1982 to: Ms. Connie Colter, Personnel Representative, New York University Libraries, 70 Washington Square South, New York, NY 10012 (212)598-2484.

NEW YORK UNIVERSITY LIBRARIES
Development Project Summary

- I. Location (e.g. Tammment, Fales, etc.)
- II. Project Name
- III. Project Director
- IV. Project Goal
- V. Project Scope and Cost (Please include cost of each component,
if available.)
- VI. Project Background

VII. Proposal History (such as Foundation submitted to, etc.)

VIII. Key Contacts (e.g. Advisory Board Members, Members, Committee Members, Consultants, faculty, etc.)

IX. Prospect Lists (e.g. Foundations, Corporations, Major Donors, etc. who might be interested in funding the project.)

X. Addendum



New York University
A private university in the public service

Elmer Holmes Bobst Library
Office of the Dean of the Libraries
70 Washington Square South
New York, N.Y. 10012

November 5, 1980

MEMORANDUM TO: Development Committee

FROM: Nancy Kranich

RE: *leey*
MEETING, NOVEMBER 13, 10:00 A.M.
SOCIETY FOR THE LIBRARIES ROOM

AGENDA

- I. Discussion of Grantsmanship and Fund Raising
 - A. Federal and State Grants-in-Aid
 - B. Foundation Grants
 - C. Corporate Giving
 - D. Individual Giving
 1. Naming Gifts
 2. Alumni Gifts
- II. NYU Libraries and Grants
 - A. Federal and State Sponsored Projects and Prospects
 - B. Foundation Projects and Prospects
 - C. Individual Giving - Living Book Endowment
- III. Fund Raising and Sponsored Programs at NYU
- IV. Role of the Committee
- V. Discussion



New York University
A private university in the public service

Elmer Holmes Bobst Library
Office of the Dean of the Libraries
70 Washington Square South
New York, N.Y. 10012

September 30, 1980

DEVELOPMENT COMMITTEE

(A Standing Committee of the NYU Libraries)

Purpose: To identify and suggest potential development areas for the library; to explore possible funding sources for development areas; to plan for long-range development goals; to assist in the writing of grant proposals; and to educate staff about development possibilities and channels of funding.

Membership: The committee will be constituted annually by the Dean at the first faculty meeting. Members will represent collection areas with development potential, although broader representation will be encouraged. The Dean will assign his assistant to work with the committee.

1980/81 Members

N. Kranich, Chair
P. Allison
R. Dow
M. Henry
D. Swanson
D. Yucht
F. Walker
K. Kinney
J. Graves
E. Samuel

PRINCIPAL ADMINISTRATIVE POSITION EXEMPTION

Section 36e(3) of the Statute provides for exemption from civil service coverage for certain principal administrative employees of each institution and agency as determined by the Merit Board. Such positions will be considered for exemption under the following Criteria (as approved by the Merit Board on September 25, 1974 and amended March 31, 1975).

Section 36e(3). Other principal administrative employees of each institution and agency as determined by the Merit Board is understood to mean an employee:

- A. (1) Whose primary duty is administrative management of a Campus or Agency division or like unit; and
(2) Who reports to the Chief Executive Officer of the Campus or Agency;

OR

- B. (1) Who performs an independent administrative function and who reports to the Chief Executive Officer, or who performs an independent administrative function and reports to the President, Vice-President, Chancellor, or Vice-Chancellor or Provost of the Campus or Agency;

OR

- C. (1) Who is charged with high level administrative responsibilities coupled with administrative policy making functions and whose decisions directly affect the academic program or administrative policies; and
(2) Who performs these duties with only general administrative supervision or direction and who exercises discretion and independent judgment;

OR

- D. (1) Whose primary responsibility is the administration of an academic unit engaged in academic instruction or research. (e.g., Dean, Associate and Assistant Dean, Department Head, Associate and Assistant Department Head.)

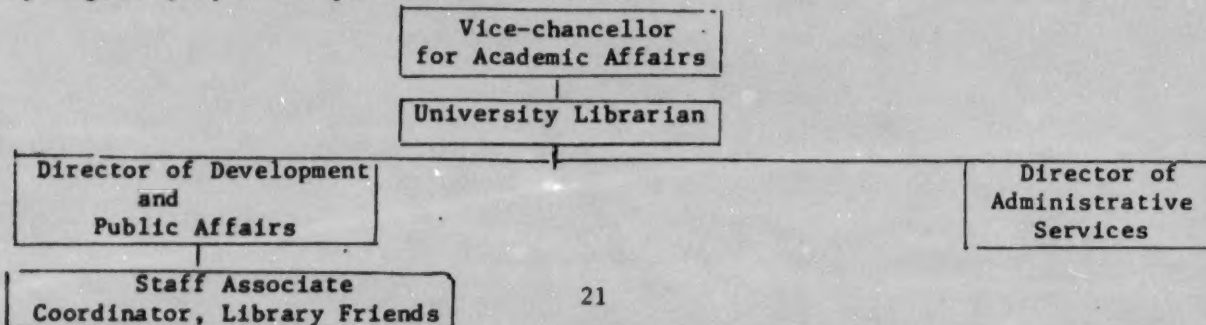
OR

- E. (1) Who is in a position requiring a knowledge of an advanced type in a field of science or learning customarily acquired by a prolonged course of specialized intellectual instruction and study (as distinguished from a general academic education) and which requires the consistent exercise of discretion and judgment; and
(2) Who is recommended to be exempt by the chief authority of the Institution or Agency.

Title of Position: Director of Development and Public Affairs

Primary Function of Position: The Primary function of the Director of Development and Public Affairs is to promote financial growth for the Library and to establish a network of support.

Using space below, draw a simple organizational chart illustrating the chain of command from vice-presidential level down to all those reporting directly to position in question:



In the space below, provide a description of the position which illustrates how the duties and responsibilities assigned meet the exemption criteria checked above:

1. identifies local, state and national donors for major gifts to the Library, establishes contact and negotiates arrangements with donors
2. establishes policy to acquire in conjunction with the U. of I. Foundation the Library Endowment Fund
3. develops proposals for major donors
4. directs the activities of the Library Friends
5. plans and executes major fund raising activities
6. coordinates Library development with the U. of I. Foundation
7. establishes policy for the Library's development publications including Friendscript, Non Solus and occasional materials
8. serves as Library representative at state and national levels and interprets the activities of the Library to a broad range of the public
9. develops the Library's public statements and directs its public affairs
10. presents programs concerning the Library for the Alumni Association and other organizations
11. serves as liaison with Friends of Libraries USA for national development sources
12. develops public relations materials for the Library

Minimum education and work experience (including years) to qualify for position (include information relative to required specialized intellectual study if required):

Required: Bachelor's degree; minimum of three years experience in development; strong abilities in oral and written communication and interpersonal skills.

For Dean or Director:

____ Exemption Recommended
____ Exemption Not Recommended

Signature: _____

Date: _____

* * *

Designated Employer Representative:

____ Exemption Recommended
____ Exemption Not Recommended

Signature: _____

Date: _____

For Chief Authority of Campus or Institution:

____ Exemption Recommended
____ Exemption Not Recommended

Signature: _____

Date: _____

* * *

For Chief Authority of System:

____ Exemption Recommended
____ Exemption Not Recommended

Signature: _____

Date: _____

MERIT BOARD ACTION: ☐ Approved ☐ Returned (See Attached)

PRINCIPAL ADMINISTRATIVE POSITION EXEMPTION

Section 36e(3) of the Statute provides for exemption from civil service coverage for certain principal administrative employees of each institution and agency as determined by the Merit Board. Such positions will be considered for exemption under the following Criteria (as approved by the Merit Board on September 25, 1974 and amended March 31, 1975).

Section 36e(3). Other principal administrative employees of each institution and agency as determined by the Merit Board is understood to mean an employee:

- A. (1) Whose primary duty is administrative management of a Campus or Agency division or like unit; and
(2) Who reports to the Chief Executive Officer of the Campus or Agency;

OR

- B. (1) Who performs an independent administrative function and who reports to the Chief Executive Officer, or who performs an independent administrative function and reports to the President, Vice-President, Chancellor, or Vice-Chancellor or Provost of the Campus or Agency;

OR

- C. (1) Who is charged with high level administrative responsibilities coupled with administrative policy making functions and whose decisions directly affect the academic program or administrative policies; and
(2) Who performs these duties with only general administrative supervision or direction and who exercises discretion and independent judgment;

OR

- D. (1) Whose primary responsibility is the administration of an academic unit engaged in academic instruction or research. (e.g., Dean, Associate and Assistant Dean, Department Head, Associate and Assistant Department Head.)

OR

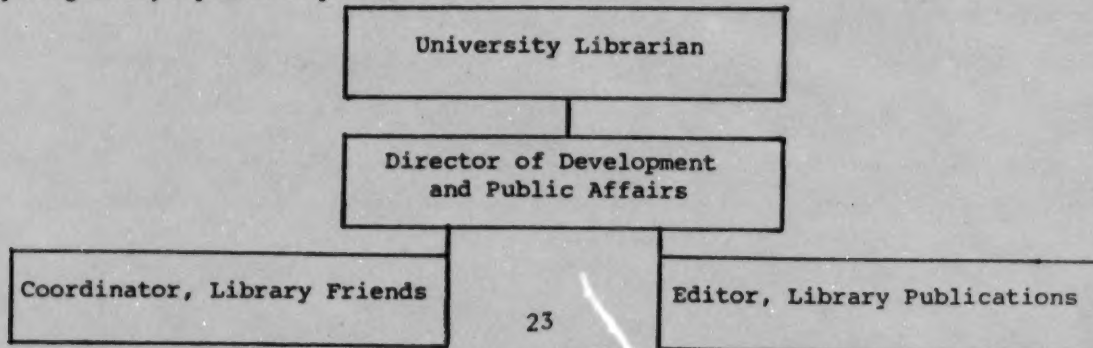
- E. (1) Who is in a position requiring a knowledge of an advanced type in a field of science or learning customarily acquired by a prolonged course of specialized intellectual instruction and study (as distinguished from a general academic education) and which requires the consistent exercise of discretion and judgment; and
(2) Who is recommended to be exempt by the chief authority of the Institution or Agency.

Title of Position: Editor, Library Publications

Primary Function of Position:

The primary function of this position is to plan and coordinate development of publications promoting the University Library, including publications of the University of Illinois Library Friends at Urbana-Champaign.

Using space below, draw a simple organizational chart illustrating the chain of command from vice-presidential level down to all those reporting directly to position in question:



In the space below, provide a description of the position which illustrates how the duties and responsibilities assigned meet the exemption criteria checked above:

1. Develops guidelines and policies for Library publications.
2. Plans and develops informational materials for the University Library.
3. Identifies topics for coverage in Library publications, commissioning and/or researching and writing materials and supportive illustration matter--including the Library Friends quarterly newsletter and the Library Friends annual bulletin.
4. Develops mass-mailing informational, development and invitation materials for the Library and Library Friends.
5. Represents the Library in a public relations capacity at development functions.
6. Interprets the goals of Library development to the Library staff and the public.
7. Meets with individual donors to enlist their cooperation regarding promotional coverage in publications.
8. Serves as a liaison with the Library Friends Executive Committee regarding Library publications.
9. Interprets development policy to establish budgetary guidelines for Library publications.
10. Provides financial information for sponsors of Library publications.

Minimum education and work experience (including years) to qualify for position (include information relative to required specialized intellectual study if required):

Bachelor's degree; minimum of five years experience in nonprofit organization publishing; creative writing abilities; strong written and oral communication and interpersonal skills. (Additional qualifications desirable): experience in a development organization, knowledge of the University Library-structure of the University of Illinois, and experience in negotiations with printers.

For Dean or Director:

☒ Exemption Recommended

☐ Exemption Not Recommended

Signature: Debra Montanelli

Date: 8-18-82

* * * *

Designated Employer Representative:

☐ Exemption Recommended

☐ Exemption Not Recommended

Signature: _____

Date: _____

For Chief Authority of Campus or Institution:

☐ Exemption Recommended

☐ Exemption Not Recommended

Signature: _____

Date: _____

* * * *

For Chief Authority of System:

☐ Exemption Recommended

☐ Exemption Not Recommended

Signature: _____

Date: _____

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MERIT BOARD ACTION: ☐ Approved ☐ Returned (See Attached)

UNIVERSITY OF OREGON

LIBRARY DEVELOPMENT PROGRAM

The University of Oregon Library Development Program will be arranged and carried out in coordination with the University of Oregon Foundation through the Development Director for the Library/School of Journalism. This program will involve set-up and implementation of a formal, yearly and long-range fund raising plan for the U of O Library. This will include, but is not limited to, the following:

Specific Objectives

1. Preparation of a "case statement", in close coordination with the U of O Librarian. The final draft will include the following areas: a) The role of the Library, its purpose and direction. b) A brief history, record of accomplishments, and where it stands today including: growth of the budget and how it has been affected by the economy and state funding; growth of the physical plant and its relation to the University master plan; growth of the collection, staff, and patronage. c) Directions for the future; or what must continue as well as what must change. This will most likely touch on budget and financial policies; building improvements and expansion; staffing and administrative organization; student, faculty, and community involvement; and support group development. d) Development objectives; or what is needed from what sources and when.

The case statement will serve as a reference tool for the development program and as an informational piece for major donors and volunteers. It will outline why the Library has been, is, and will continue to be important - stressing its impact on people. It will also detail what it will take to maintain and improve it at the appropriate level, including dollar amounts.

2. Development of gift prospect files. Identification of potential target groups and gathering of lists. Research on prospective major donors. This will include research into corporate and foundation possibilities, however emphasis will be on the top 20% of individuals who, as history has shown, will give 80% of the total received. Statistics on giving in the United States illustrate the importance of special attention to the individual. Of the 53.62 billion given in 1981, 83% came from individuals.

Prospect information will be recorded on the Foundation's new Wang computer, scheduled to arrive in August. The possibility of a tie-in to this information on the Library's equipment should be explored.

The specific methods of soliciting these target groups (ie. direct mail, telethons, person-to-person solicitation, etc.) will be determined as the program develops.

3. Establishment of support groups. Explore the structure and function of support groups at other libraries. Determine support group needs at the U of O Library. Action on these needs would most assuredly include expansion and further development of the Friends of the Library group, or, alternatively, establishment of a new development committee - whichever surfaces as being the most appropriate and beneficial approach. Included in this group would be: university members, community members, and regional members. The group would be advisory in nature and lend support to the development program with prospect identification, re_comendations for library "gift clubs", re_comendations for donor cultivation, and participation in person-to-person fund solicitations.

Consideration should also be given to the establishment and coordination of an ongoing student support group for the purposes of assisting with the development program in telethons, receptions, special projects, tours, etc.. A very important spin-off benefit from these groups is the inspiration, loyalty, and good feeling generated by the individual's involvement and the increased potential for their on-going support.

4. The Library development director will serve as a liason between the U of O Library and the Foundation and as a focal point through which anything relating to Library development will flow. A record of gifts received at the Foundation offices for the Library will be maintained (see sample attached) and will serve as a systematic report of the fund raising progress. Regularly scheduled meetings will take place between the Library development director and a designated Library representative in order to review progress and direction. Monthly group meetings have been arranged by the Foundation for the purposes of coordination and exchange of information among the development directors from individual schools and programs. To date this includes: the Business School, the Athletic Fund, the Law School, KWAX radio, and the Journalism School and Library.
5. Follow-up procedures are most important and will include: set-up and direction of an effective gift acknowledgement system for the Library, management of the cultivation process, gathering of information and statistics for a printed annual report - the first of which will be summarizing the 1982-83 academic year - and, in coordination with the Librarian, the planning and production of the Library's annual report.

LIBRARY/JOURNALISM DEVELOPMENT POSITION

UNIVERSITY OF OREGON FOUNDATION

7/82

DESCRIPTION: Coordination of a comprehensive fundraising program for the University of Oregon Library and the School of Journalism. Time will be divided equally between the two (1/2 time each) and will involve direct communication with the Dean of the Journalism School and the U of O Librarian. Direct responsibility will be to the Foundation's Executive Director.

START DATE: July 1, 1982

**GOALS &
OBJECTIVES:**

LIBRARY

Goals:

Build a base of support. Increase the number and size of gifts. Cultivate donors with an eventual capital campaign in mind.

Objectives:

- 1) Identify and define projects according to level of importance. Prepare a case statement.
- 2) Develop gift prospect files.
- 3) Explore library development programs at other schools.
- 4) Establish a support group (or development committee).
- 5) In coordination with the Foundation, set up yearly fund raising plans.

JOURNALISM

Goals:

Build a base of support. Increase the number and size of gifts. Cultivate donors with an eventual capital campaign in mind.

Objectives:

Identify and define projects according to level of importance. Prepare a case statement. Develop gift prospect files. Determine current available information and establish needs for further research. Formulate plans, procedures, and time line for Spring telethon. In coordination with the Foundation, set up yearly fund raising plans, including direct mail campaigns, foundation proposals, corporate proposals, and person-to-person solicitation.

Northwestern University

External Fund Raising Activity Report *
January 1, 1981 to December 31, 1981

Submitted by

Theodore F. Welch

Director, Library Development

* See earlier reports, including Activity Report covering 1975 - 1980

External Fund Raising Activity Report
January 1, 1981 to December 31, 1981

Following is a line summary of funds and gifts received by the Library resulting from fund raising programs and grant proposals. The amounts represent income which is additional to the budgeted funds received from the University.

U.S. GOVERNMENT SOURCES

<u>Name of Grantor</u>	<u>Purpose</u>	<u>Period of Coverage</u>	<u>Total</u>
1. Office of Education	Title II-A grant	1980 - 81	1,900
2. National Endowment for the Humanities	Library collections preservation and de- velopment of new fund- ing sources	4/81 - 9/81	89,750
3. National Endowment for the Humanities	Africana Archives Access	1981 - 82	51,786
4. Department of Transportation	TRISNET Document Delivery	1981 - 82	8,018
5. State of Illinois	ILLINET Grant	1980 - 81	3,000

29

PRIVATE FOUNDATIONS

<u>Name of Grantor</u>	<u>Purpose</u>	<u>Period of Coverage</u>	<u>Total</u>
6. Council Library Resources	Library Computer Protocol Project	1981 - 82	15,000
7. Officer's Grant	Stanford Univ. Project	1/81 - 4/81	2,467
8. Council Library Resources	Public Access Systems Evaluation	4/81 - 8/82	5,000
9. Quaker Oats Foundation	Schaffner Library	1981	15,000
10. Siragusa Foundation	Law Library	1981	5,000
11. Arthur Vining Davis Foundation	Schaffner Library	1981	35,000

30

40

INDIVIDUAL DONORS

<u>Name of Grantor</u>	<u>Purpose</u>	<u>Period of Coverage</u>	<u>Total</u>
12. Donor A	Memorial Fund	1981	2,000 **
13. Donor B	Library Book Fund	1981	10,655
14. Donor C	Memorial Fund	1981	985
15. Donor D	Rare Books	1981	3,000
16. Donor E	Memorial Book Fund	1981	700 **
17. Donor F	Microfilm Equipment	1981	5,000 **
18. Terry Trust Fund	Endowed Book Fund	1981	4,345
19. Donor G	Memorial Fund	1981	500
20. Donor H	Memorial Fund	1981	1,000
21. Donor I	Memorial Fund	1981	5,000
22. Donor J	General Fund	Perpetual	50,000 **
23. Miscellaneous	20th Century Music	1981	3,300
24. Memberships/donations	Annual dues and donations for Library Book Funds	1981	23,300

1981 Grand Total \$341,706

** These figures are subject to as much as 33% increase over level shown due to matching funds add-on under stipulations of the NEH Challenge Grant.

The Campaign for Notre Dame



A Potpourri of News and Information about the Campaign



Ernestine M. Raclin and John T. Ryan, Jr., co-chairmen of the Campaign for Notre Dame.

White Center to Prepare Students for Public Service

"Historically, the Law School here has produced an unusually high percentage of lawyers who seek careers in public service," said Dean David Link, when the Thomas and Alberta White Center for Law, Government and Human Rights was inaugurated in October 1979. "The school will now have the means to formally commit itself to assisting students with such ambitions."

The center, whose aim is to educate men and women for public service by combining a value-oriented legal education with practical government experience, includes an endowed professorship (now filled by John J. Gilligan, former administrator of the Agency for International Development and governor of Ohio), the White Paper (a scholarly journal), an extern-intern program (enabling students to work for a summer and a semester for a congressional office or federal agency in Washington), a program to bring legislators to campus, and a library collection.

All Goals Met, and Then Some

Some \$93,023,151 was given or pledged toward the campaign's \$92 million endowment goal. And \$31,361,144 was given or pledged toward the \$29.3 million physical facilities goal. In the "current use unrestricted" category, in which \$8.7 million was sought, some \$25,084,613 was received—more than 288 per cent of the goal. "All other" monies received were \$31,038,328. This brought the total to \$180,507,236—138.4 per cent of the \$130 million goal.

\$97 million in Cash

The \$180.5 million generated by the campaign represents 138.4 per cent of the \$130 million goal. By March 15, 1981, \$97.6 million was obtained in cash, with the remainder committed over various lengths of time.

Kellogg Gift is Global

The campaign's largest gift was a \$10 million grant from the John L. and Helen Kellogg Foundation of Chicago to endow the University's Institute for International Studies. Half the grant will endow five professorships—in developmental economics, government and international relations, science or technology and society, sociology-anthropology, and international law and human rights.

Other portions of the endowment will be designated for symposia, research and publications, visiting scholars, fellows and student assistance, library and other learning resources, and institute operating expenses.

In announcing the benefaction, Father Hesburgh praised the foundation for "an act of imaginative philanthropy that will focus the University's long-standing scholarship in international affairs on the current phenomenon of interdependent world development."

\$4 million Gift Comes Untagged

The move was unprecedented. Henry Knott, a Baltimore developer, committed \$4 million to Notre Dame and left it to the University to decide how the money should be used. "It was an unequalled stroke of philanthropy," said James W. Frick, Notre Dame's vice president for public relations, alumni affairs and development. "This act of generosity exhibits great faith on the part of the donor in this University and its ability to use its resources wisely."

254 Gifts, Pledges Mean \$131.8 million

The campaign recorded 34 gifts or commitments in excess of \$1 million for a total \$78.1 million. Another 30 gifts or commitments, ranging from \$500,000 to \$1 million totaled \$21 million. And 190 gifts or commitments in the \$100,000-\$500,000 range totaled \$32.7 million. Therefore, 254 gifts or commitments were responsible for \$131.8 million—73 per cent of the total.

Volunteers Come Through Again

Integral to the campaign's success were some 4,000 volunteers who contributed their time and energy in the University's behalf, whether hosting a luncheon or soliciting a gift, identifying a potential benefactor or putting a University staff person in contact with someone who may contribute. The campaign would not have been so successful without the volunteers, said James W. Frick, Notre Dame's chief development officer, and the University's tradition of success in fund-raising is largely due to these volunteers who give so much from campaign to campaign.



A study lounge in the newly-completed Pasquerilla West residence hall.

Pasquerilla East and West

Frank J. Pasquerilla, a Johnstown, Pa., developer, made history and enhanced a legacy with his gift to the campaign. His \$7 million commitment was the largest gift from a living person ever made to Notre Dame. Used to construct two women's residence halls, it also strengthened the University's tradition of residentiality and community. And it enabled the University to open its doors to 500 additional women, increasing the student body and making the male-female ratio more equal.

Graduate Women Housing

The Campaign for Notre Dame also generated the funds for the University's first graduate student residences, the O'Hara-Grace Townhouses. Located just off campus, the complex accommodates about 150 women in 36 identical townhouses. The apartments were made possible by J. Peter Grace and the Grace Foundation of New York.

Engineering Expands into Fitzpatrick

Engineering education at Notre Dame was greatly enhanced by the construction of the Fitzpatrick Hall of Engineering, named after its major benefactor, the Mr. and Mrs. Edward B. Fitzpatrick Jr. family of Old Brookville, N.Y. Like most other University building projects, corporations, foundations, alumni and friends contributed to this \$8 million complex.

The five-level, 155,000-square-foot facility houses all administrative, departmental and faculty offices as well as a board room, faculty lounge, audio-visual learning center, computing centers, and some laboratories.

Notre Dame became the first Catholic university in America to establish a formal course of study in engineering when civil engineering was added to the curriculum in 1873. Now for the first time in many years, a single building accommodates five of the college's six departments. The Department of Architecture remains in the remodeled former Library Building, which it has occupied since 1965.

Who Gave What?

Parents made 7,263 gifts or commitments to the campaign, totaling \$56.3 million. Another \$18.8 million came from the 1,897 gifts or commitments from corporations and \$33.5 million came from foundations. Alumni individuals, parents, corporations and foundations accounted for \$68.8 million. Gifts and commitments from the board of trustees totaled \$20.7 million—an average of \$406,142. The faculty and professional staff of the University contributed \$769,700.

Chemistry Tradition Strengthened

Alfred C. Stepan's thesis was monitored by Rev. Julius A. Nieuwland, C.S.C., whose research in acetylene chemistry led to the production of the first synthetic rubber. Nieuwland's achievement began Notre Dame's tradition of strength in chemical research being manifested in a new chemical research building. The research facility's principal benefactor is Stepan, founder of Stepan Chemical Company in Northfield, Ill.

The new complex, which will contain 106,000 square feet, will augment research space for chemistry as well as provide offices, seminar rooms, service shops and computer terminals.

American Catholic Studies Given Home

What is believed to be the first center to study the contributions of Catholics to the American culture has been named after Charles and Margaret Hall Cushwa.

Formed in 1976 and directed by historian Jay P. Dolan, the Cushwa Center for the Study of American Catholicism's activities presently include instruction, research, publication and collection of materials pertinent to the study of the Catholic Church in the United States.

In 1980 the center received a commitment for its endowment from the widow of Notre Dame alumnus Charles B. Cushwa Jr. of Youngstown, Ohio.

Where the Church Does Its Thinking

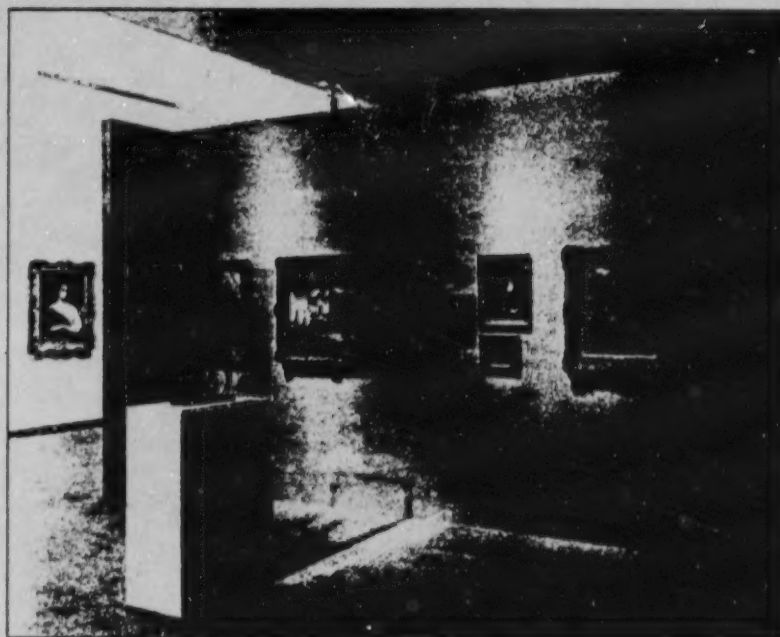
When University governance was transferred from the Congregation of Holy Cross to a predominantly lay board of trustees, the board reaffirmed Notre Dame's commitment to its Catholicity. When the Committee on University Priorities outlined the institution's character, its report stated that Notre Dame's Catholicism should be paramount. So when those priorities were translated into development objectives, \$5 million was earmarked for enhancing religious values.

While its Catholic character permeates all that goes on beneath the golden dome, Notre Dame's Center for Pastoral and Social Ministry is a principal ingredient in the University's claim to be that place where the Church does its thinking.

The center consists of various components such as the Institute for Clergy Education, a three-month continuing education program for priests; the Catholic Committee on Urban Ministry, a national network of priests, religious and laity involved in social ministry, and the Center for Experiential Learning, which brings students into contact with social concerns issues by putting the ideals and theories they have learned in class in dialogue with real-life experiences.

Retreats International is a service organization for the 2,500 priests, women religious, brothers and laity involved full-time in the 400 retreat houses and renewal centers in North America. The Center for Pastoral Liturgy was designated by the American bishops as an official liturgical center. And the Religious Leaders Program seeks out men and women experienced in ministry and offers them a flexible sabbatical year program which combines formal education with personal reflection.

The Center, headed by Msgr. John J. Egan, special assistant to the president, also sponsors a variety of workshops and conferences such as "The Ministry of the Bishop—Leadership and Mutuality," which brought to campus recently ordained bishops from throughout the United States for special discussion and training.



19th Century Gallery of The Snite Museum of Art

Snite Enhances Campus Culturally

In December 1976 Fred B. Snite, founder of the Local Loan Company, came from Chicago to Notre Dame where he presented Father Hesburgh a \$2 million check from the Snite Foundation for the construction of the Snite Museum of Art. At the age of 93, Snite helped Father Hesburgh turn the first spadeful of dirt and the Snite Museum was on its way.

The three-level, \$3.3 million building holds most of Notre Dame's 12,000-piece collection in six times the exhibition space as was available in the galleries of O'Shaughnessy Hall. It houses works by Georgia O'Keeffe, van Gogh, Picasso, Remington, Russell, Renoir, Rodin and Chagall.

Filling the Shelves

Notre Dame's Memorial Library, the largest collegiate library building in the world when completed in 1963, was built for \$8 million—funds generated from Challenge I, a three-year campaign in the early 1960s.

Since then, the University has been engaged in a task equally challenging to erecting a 14-story building—filling the shelves. Although holding 1.4 million volumes, an information explosion and the soaring costs of books have militated against any significant increase in book acquisitions.

So the campaign went after \$10 million for a library endowment from which new volumes would be purchased. Mr. and Mrs. Howard V. Phalin, who also donated the building's 11-story mosaic mural, "Christ the Teacher," endowed a collection. Following were the Dr. and Mrs. Martin O. Miller Library Collection in Science and the Alfred R. and Lee Abrams Collection in Hebrew and Jewish Studies.

But by the campaign's end, only \$6 million had been pledged or given to the library, so Notre Dame's library collections, called the heart of the academic enterprise, will become the foremost priority in post-campaign fundraising.

Notre Dame Campaign Statistics: 1960-1981—Four Capital Gifts Campaigns

	Campaign For Notre Dame	SUMMA	Challenge II	Challenge I
	July 1, 1975 to March 15, 1981	July 1, 1966 to June 30, 1972	July 1, 1963 to June 30, 1966	July 1, 1960 to June 30, 1963
Gifts and Commitments	\$180.5 million	\$62.5 million	\$16.0 million plus \$6 million from the Ford Foundation	\$18.6 million plus \$6 million from the Ford Foundation
Quota	\$130 million	\$52 million	\$14 million	\$18 million
Percentage of Quota	138.4	120.3	114.9	103.4
Average Alumnus Gift	\$1,994	\$1,037	\$431	\$345
Percentage of Alumni Participation	86.4	79.1	59.9	80
Cost	\$1.6 million	\$1.7 million	\$258,240	\$487,134
Cost as percentage of amount raised	.9	2.7	1.6*	2.6*

*percentage does not include Ford Foundation grant.

Scholarships Help Talented Students Get More for Their Money

While it may not seem so on the surface, a Notre Dame education is a real bargain. Tuition covers less than half the University's total budget and Notre Dame's tuition is often thousands of dollars less than its peer institutions.

Still, increasing costs are making it more difficult for students to pay their own way through school. Determined to ensure that talent—not ability to pay—opens the University's doors to students, it sought \$15 million for student assistance. And \$17.3 million was obtained.

Last year almost seven in 10 students received some form of financial assistance. More than \$22 million was divided among some 6,000 students in scholarships, grants-in-aid, loans, jobs, fellowships and assistantships. Half the \$16 million awarded to 4,800 undergraduates was in the form of a scholarship or grant while 40 per cent was in loans and 10 per cent in part-time work. The amount of total assistance from all sources was \$3,400 per student.

The remaining \$6 million was divided among 1,250 advanced students for an average amount of about \$5,000.



A master seated in his chair teaching.
Collection of A. L. Gabriel Iconography
of Universities.

A Living Monument to the Notre Dame Tradition

The gift of an endowed professorship outlasts even the sturdiest of buildings. The first endowed chair in an English-speaking country was established at Cambridge in 1510 by Lady Margaret of Somerset, the mother of Henry VII. It is still in existence and its holder is as vital to the scholarly enterprise at Cambridge as his predecessor in the 16th century.

While the Ivy League schools have a tradition of endowed professors—

distinguished scholars who are both honored and challenged as holders of endowed chairs—the concept is relatively new to Notre Dame. It was not until the late-1960s that the University had its first professorship.

But the endowed chair became the primary objective of the Campaign for Notre Dame. A university is only as good as its faculty after all, and endowed chairs would enable the University to maintain the finest faculty possible. The campaign sought 45 endowed professorships. By March 15, 1981, 14 chairs were funded and filled, and another 15 were fully funded with holders being sought.

In reviewing applicants, the University seeks senior faculty who have made substantial contributions to academe, their field of study and to society, who are quality teachers and concerned about education, and who are serious about applying their work to the good of humanity.

For the institution, the endowed professor stimulates his colleagues and raises their level of scholarship. He inspires and leads and affects generations of students. The endowed chair, then, enhances what is central to Notre Dame, outlasting the finest bricks and mortar.

LIBRARY CAMPAIGNS

Your Gift

Your gift at this time enables the University Libraries to gain an additional dollar for every three that you contribute. By helping Case Western Reserve University to meet the NEH challenge, you are helping the Libraries and all who benefit from the existence of the collections.

Gifts of cash, securities, or real property (subject to valuation by an independent appraiser) may be given under the terms of the Challenge Grant. Deferred gifts in the form of trusts or annuities also qualify to the extent that they are funded before June 30, 1981.

FACTS AND FIGURES

Total volumes owned by the University
1,613,427

The collections of Freiburger Library
(Humanities & Social Sciences)—
Books and Bound Journals 546,851

Special Collections—Books 30,682

ANNUAL CIRCULATION—FREIBERGER LIBRARY

Loan Desk Circulation Including
Reserve Room 56,996

Interlibrary Loan
Loaned 2,876
Borrowed 836

CAMLS Loans 648

Neomal (Northeast Ohio Major
Academic Libraries) Loans 863

FOR ADDITIONAL INFORMATION Please call or write

James V. Jones,
Director of University Libraries
I. F. Freiburger Library
Case Western Reserve University
Cleveland, Ohio 44106
(216) 368-2992

All gifts made to meet the NEH challenge
count toward the goal of

RESOURCES:



The Program for
Case Western Reserve University

The Challenge

36

from
The National Endowment
for the Humanities

to
The University
Libraries,

Case
Western Reserve
University

49



CASE WESTERN RESERVE UNIVERSITY
CLEVELAND, OHIO 44106

79-917

The Challenge

The Humanities Collections of the Case Western Reserve University Libraries have been recognized by the National Endowment for the Humanities as a cultural, informational, and scholarly treasure worthy of preservation. Since use of the collections is enjoyed by citizens, students, and faculties of northeastern Ohio and the nation as a whole, the NEH is challenging the general public to join with it in supporting the conservation, maintenance, and continuation of these facilities.

The Terms

For every \$3 in private money contributed to the University Libraries by June 30, 1981, the NEH will contribute \$1 of federal funds up to a combined total of \$1.56 million. To qualify, the matching funds must be new money from individuals, foundations, or corporations or increased gifts from former sources.

The Collections and Their Users

The Humanities Collections gathered by the Libraries at Case Western Reserve University since 1826 have significant strength in British, French, and American history. English and American literature, 19th-century German literature, classics, and religion are also well represented. Particularly noteworthy are long runs of 19th-century British and American periodicals, an important resource for scholars from many institutions in this part of the country.

Through consortia like the Cleveland Area Metropolitan Library System and the Northeast Ohio Major Academic Libraries group, the contents of the collections are available to the users of all public, college, and university libraries in Cuyahoga County, plus other academic libraries in northeastern Ohio, including Oberlin and Wooster. Moreover, through the computer-operated inter-library loan systems of OCLC, Inc., the materials are available to users in all 50 states. Case Western Reserve University ranks seventh among the major research libraries of the country in loans to other libraries.

The Government's Contribution

Already, response to the NEH Challenge Grant has generated sufficient federal support to provide environmental controls and new electrically operable compact stacks for the Libraries' rare books and other special collections.



But much more needs to be done. Other projects to be carried out with federal funds are:

The preservation by rebinding and repairing of deteriorating humanistic materials, a national problem of enormous proportions
\$100,000

Treatment of the windows of the I.F. Freiberger Library to filter out the damaging ultra-violet component of sunlight
\$ 10,000

Retrospective purchasing of books and other materials in the Humanities to restore the collections—hard hit during the last decade by rising costs and stationary budgets—to their former level of excellence
\$ 75,000

The Matching Portion

A matching gift may be used for any purpose the donor designates as long as it strengthens the University Libraries in meeting the needs of students and faculty in the Humanities. Private support to date has enabled the Libraries to augment the scanty existing funds available for current acquisitions in all areas of the Humanities.

Other pressing needs to be met through matching contributions include:

Renovation and refurbishment of several parts of the I.F. Freiberger Library for more efficient use of the space and for improvement and expansion of study areas
\$ 80,000

Acquisition of major equipment, such as microfilm readers and printers and computer terminals, for public use
\$ 45,000

Establishment of endowment funds to provide book purchase funds in perpetuity and so preserve the eminence of the collections
\$925,000

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with your support
Northwestern continues to lead...

Northwestern's 252 undergraduate and graduate programs are designed to attract students and faculty of outstanding qualifications. The library resources must meet equally high standards if such a partnership of excellence is to thrive. However, the steadily increasing costs of maintaining the libraries have restricted the University's ability to keep pace with requisite acquisitions of new and retrospective materials and innovative technologies. The National Endowment for the Humanities has presented an opportunity to offset the current impact of inflation, while providing for the future.

Your gift to the libraries will help assure Northwestern's continuing success as a leader in private higher education.

Members of the Chicago metropolitan community chair the NEH Challenge Campaign and its components...

Charles Deering McCormick
Co-Chairman NEH Challenge Campaign

William D. Smithburg
Co-Chairman NEH Challenge Campaign

Stuart S. Ball
Library Development Program

Bobbie Goldblatt
The Schaffner Library Collection

Daryl Grisham
The African-American Collection

William McKittrick
School of Law Library Collection

Kenneth N. Pontikes
Microtext Equipment

John Stetson
Twentieth Century Music Collection



The
Northwestern
University
libraries
asked for support.

The
National Endowment
for the Humanities
responded with
a one million dollar
challenge grant.

Your involvement
counts now!

a campaign begins . . .

The desire to remain a leader in an increasingly competitive field prompted the University to assess carefully the needs of its libraries. Having identified seven essential areas requiring attention, a request for financial support was submitted to the National Endowment for the Humanities (NEH). Responding with a pledge in the form of a challenge grant that will give Northwestern one dollar for every three raised by the University, the NEH has opened the door to a campaign directed toward improving and enhancing the keystone of the University: its libraries.

seven components
assure excellence . . .

THE CORE COLLECTION

- ✿ A non-circulating collection housed in the University Library, it consists of 42,000 volumes fundamental to academic and research activities.
 - ✿ The goal is to reach the capacity level of 50,000 volumes.
- Funding required: \$220,000**

THE JOSEPH SCHAFFNER LIBRARY

- ✿ Serving 4000 adult Chicagoans enrolled in Northwestern's Division of Continuing Education, the Library needs to establish a core collection tailored to the unique character of its student users.
 - ✿ The goal is to reach 60,000 core volumes by adding 20,000 volumes.
- Funding required: \$100,000**

THE SCHOOL OF LAW LIBRARY

- ✿ The Collection must be updated by adding new publications and important historical materials available in reprint editions or in microform.
 - ✿ Rare books that have yet to be processed into the collection must be cataloged, classified, and in some instances, bound.
 - ✿ The Law Library's endowment must be increased.
- Funding required: \$335,000**

THE 20th CENTURY MUSIC COLLECTION

- ✿ Including scores, recordings, books and manuscripts, it provides a comprehensive retrospective to 1971.
 - ✿ The need is to develop a comprehensive collection beginning from the year 1900.
- Funding required: \$100,000**

THE NEWSPAPER-MICROTEXT DEPARTMENT

- ✿ The need is to expand the microform collections and provide an environment conducive to the maximum utilization of microform technology.
 - ✿ The goal is to provide accommodation for an additional 20 users through the installation of microfiche and microprint readers, and tables and chairs.
- Funding required: \$38,000**

THE AFRICAN-AMERICAN COLLECTION

- ✿ Northwestern is a regional and national center for scholarship on the Black experience in the Americas.
 - ✿ The goal is to secure and continue to maintain backfiles of more than two dozen Black American newspapers.
- Funding required: \$160,000**

THE LIBRARY DEVELOPMENT PROGRAM

- ✿ A studied approach to fund raising in support of the University Library is essential.
 - ✿ The applied talents of able staff aid immeasurably in creating funding relationships of benefit not only to the University but also to the donor.
- Funding required: \$85,000**

**Centers of Excellence
University of Cincinnati
University Library
Collections Endowment
\$6,000,000**



The heart of any university, the center of scholarship, is its library.

Over the past two decades, the University of Cincinnati has undergone an explosive growth of knowledge and information in virtually every field of learning. As a consequence, academic and professional specialization among the student body and faculty has increased greatly.

More people than ever are utilizing the collections and services of the UC Library.

The Library currently serves more than 31,500 undergraduate students, 6,000 graduate and professional students, and 2,200 full- and part-time faculty members. It is open 100 hours a week and used by an average of 5,643 persons a day.

In addition, the Library is used extensively by individuals, groups and businesses in the Greater Cincinnati area. The Library is not only the center of the University; it is an invaluable resource for the entire community.

The Ohio State legislature appropriated \$13.75 million for the construction of the new Central Library building. The structure, dedicated in April 1979, is one of the finest of its kind in the nation. Among the services offered are a government documents section, a foreign language lab, a manuscript and archives collection, and a computerized searching service which makes information from the libraries throughout the country accessible to UC's scholars and researchers.

Yet the fact remains that no building — however beautiful, comfortable and functional — is the essence of a library. A library is a *collection of books*, and increased investment can bring the Library's collections to a new level of excellence.

Currently, the collections total 1.6 million volumes. According to the Association of Research Libraries and the Ohio State Board of Regents, current holdings are at least 50 percent below minimum standards. In view of the growing number of programs offered by the University, the collection should be twice as large.

To meet this demand, UC is seeking a \$6 million endowment program for its library collections, which will ensure perpetual growth and modernization. This campaign is an opportunity to improve the quality and number of volumes in the general collection, while building excellence in individual collections that are already considered outstanding.

The University is privileged to own a number of noteworthy collections:

- With the city's strong German heritage, UC appropriately has an outstanding 19th and 20th century German literature collection.
- The Burnham Library of Classical Languages and Literature and the Modern Greek Collection are among the most comprehensive such collections in the country.



Centers of Excellence
The University of Cincinnati Foundation
425 Oak Street
Cincinnati, Ohio 45219
(513) 475-6781

- The fine collection of 18th century English literature is distinguished by the Dobell Collection of anonymous poetical pamphlets, which contains many items unique to American libraries and, in some cases, the only extant copies.
- The Library also possesses unique collections of the notes, diaries, and selected letters of important persons in various fields. Among these are the papers of Dr. Albert Sabin and a collection of novelist D.H. Lawrence's manuscripts and letters. Also, the Library is soliciting papers from leading political, social and local union organizations. This aspect of the Archival Collection will be a valuable resource for future generations.

WHY ENDOW BOOKS?

A book endowment guarantees that a substantial budget will be available each year specifically to assure continuing quality in collections, and it offers flexibility for changes in the University's academic priorities.

There is a precedent for the present opportunity. The Louise Taft Semple Fund was established over 40 years ago with the sole purpose of strengthening the collections of UC's Classics Library. Today, the Classics Library is world-renowned and attracts scholars and researchers from every part of the globe.

The Semple Fund is a dramatic example of what private support can accomplish, not only in terms of acquiring books but in helping to build a department of international reputation.

The projects and amounts presented here were accurate at the time this information was written. However, due to the magnitude of this undertaking and the probability that State support may change, some funding changes may occur. The University has a long list of pressing needs, so other priority projects may be added.

**Centers of Excellence
University of Cincinnati
Health Sciences Library
\$2,200,000**

Dr. Daniel Drake, founder of the Medical College of Cincinnati, was a man of diverse talents and prodigious energies. He was a physician, scientist, author, educator and civic leader. Above all, he was a man of vision who wanted to make Cincinnati a great medical center.

In 1818, when Dr. Drake announced his revolutionary plan to provide medical education to private students, he claimed to have collected "an extensive medical, surgical and philosophical library, which includes all journals of medicine and the physical sciences hitherto published or now issuing in the United States, with some of the principal magazines of Europe."

Today, with a collection of over 100,000 volumes and 2,000

journal subscriptions, the Medical Center Libraries play a leading role in health education, patient care and research for the University and for health care professionals in Southwestern Ohio and Northern Kentucky.

**THE HEALTH SCIENCES
LIBRARY**

The Health Sciences Library, housed in the new Medical Center, offers a complete range of up-to-date library services including MEDLINE and other computerized data banks, a video-tape collection, an interlibrary loan service and computer-assisted instruction.

The Library is involved in a variety of research projects, many of which are as exciting and innovative as the pioneer efforts of Dr. Drake.

—In 1974, funding was granted by the National Library of Medicine to the Library and the UC Drug and Poison Information Center to study transmittal of drug information via television.

—In 1978, the Library was selected by the Council of Research Libraries and the National Library of Medicine as part of a research program to train future library administrators.

—Recently, the Library received funds to send information to selected hospitals in rural Ohio by a slow-scan telecommunications process.

Clearly, the Health Sciences Library is at the frontier of major advances in the transmittal of medical information. Yet these advances are underscored by the





Centers of Excellence
The University of Cincinnati Foundation
425 Oak Street
Cincinnati, Ohio 45219
(513) 475-6781

fact that the cost of medical information, as well as the cost of scientific publishing in general, is growing at a phenomenal rate.

In the past ten years, the cost of medical journals and postal rates has risen by almost 200 percent. Also, budgetary cuts and inflation have drastically reduced the growth of the Library's collections.

As a result, the UC Medical Center is borrowing far more books from other libraries than it did in the past, at a cost of approximately \$5 in staff time to process a book through the interlibrary loan system.

For these reasons, UC is seeking \$1.2 million in endowment funds for the Health Sciences Library. The income from the funds will enable the Library to purchase 300 additional journal subscriptions as well as 2,500 new monographs. Areas such as the behavioral sciences, which are of current interest to health care professionals, will be particularly strengthened.

THE HISTORY OF HEALTH SCIENCES LIBRARY AND MUSEUM

The University is seeking another \$1 million in private support for the History of Health Sciences Library and Museum, which is located in Wherry Hall. Three hundred thousand dollars will be used to renovate the Library. Projects which include the installation of humidity and fire control systems are necessary to protect the collection and to ensure a proper environment for the storage of archival and historical materials.

The remaining \$700,000 will create an endowment for both the continued operation of the facility and the development of the University's health sciences history collection.

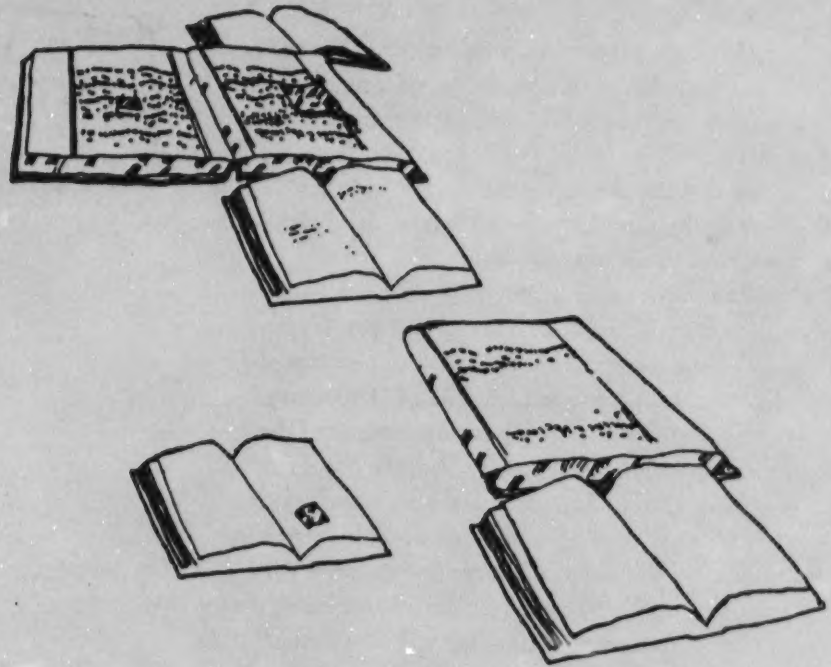
The present collection, numbering some 30,000 volumes and manuscripts, is a fine working library containing volumes in Latin, French, German and English representative of medical literature from 1500 to 1915.

The Library also contains a rich array of materials about the history of medicine in Cincinnati, including the manuscripts and published works of Dr. Daniel Drake.

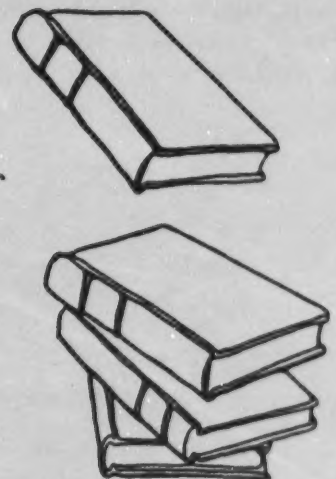
Dr. Drake's legacy lives on in one of the world's great medical centers at UC and in the Medical Center's Libraries, which offer the faculty and student body an abundance of resource materials old and new.

We invite you to continue the legacy.

The projects and amounts presented here were accurate at the time this information was written. However, due to the magnitude of this undertaking and the probability that State support may change, some funding changes may occur. The University has a long list of pressing needs, so other priority projects may be added.



Announcing Shelf~Help



"SHELF-HELP" is a three-way program to aid the Indiana University Libraries – a smart-dollar gift idea of interest to all alumni and friends who care deeply about IU's standing in the world of scholarship.

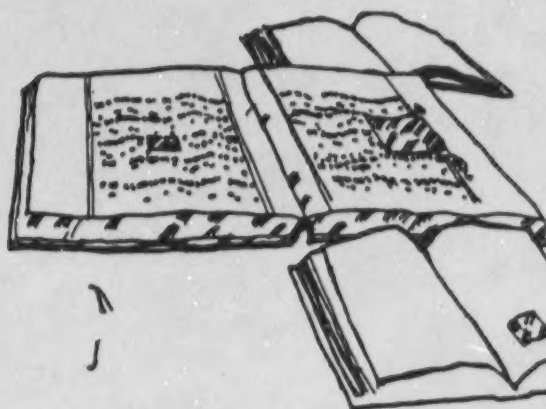
The Libraries, Atlas-like, support Indiana University's entire academic enterprise by providing the vital materials of high-level research: principally, books and journals.

While the charms of Indiana University are many indeed, the chief attraction to the finest scholars and students is the size and the quality of the research collections. With holdings of more than five million books and journals, the Indiana University Libraries are rightly regarded as a state treasure and one of the nation's premier research institutions. In size, the Bloomington Libraries alone rank 15th in the nation and circulate more than one million items yearly to all IU campuses, other higher educational institutions and thousands of citizens of the state who enjoy free and open access to the collections by University policy.

To continue to perform the Atlas-like task of upholding IU's academic standards, the IU Libraries urgently need new strength that can be provided only by private gifts. Purchasing power has shrunk considerably in the past decade as costs of materials have risen by 140 per cent while the acquisitions budget has risen by only 55 per cent.

Clearly, this is a time for all good alumni and friends to come to the aid of the Indiana University Libraries through "SHELF-HELP." Your smart-dollar gifts will buy and preserve scholarly resources of *timely and timeless value*. It would be impossible to find another area in which an increased investment would have so great a meaning for the future of Indiana University.

The Indiana University Foundation invites you to join us with a "SHELF-HELP" gift. To spark your interest, we offer three different ways to participate, all of which will have visible and immediate impact. Please consider these worthy projects and use the attached envelope to send your contribution today.



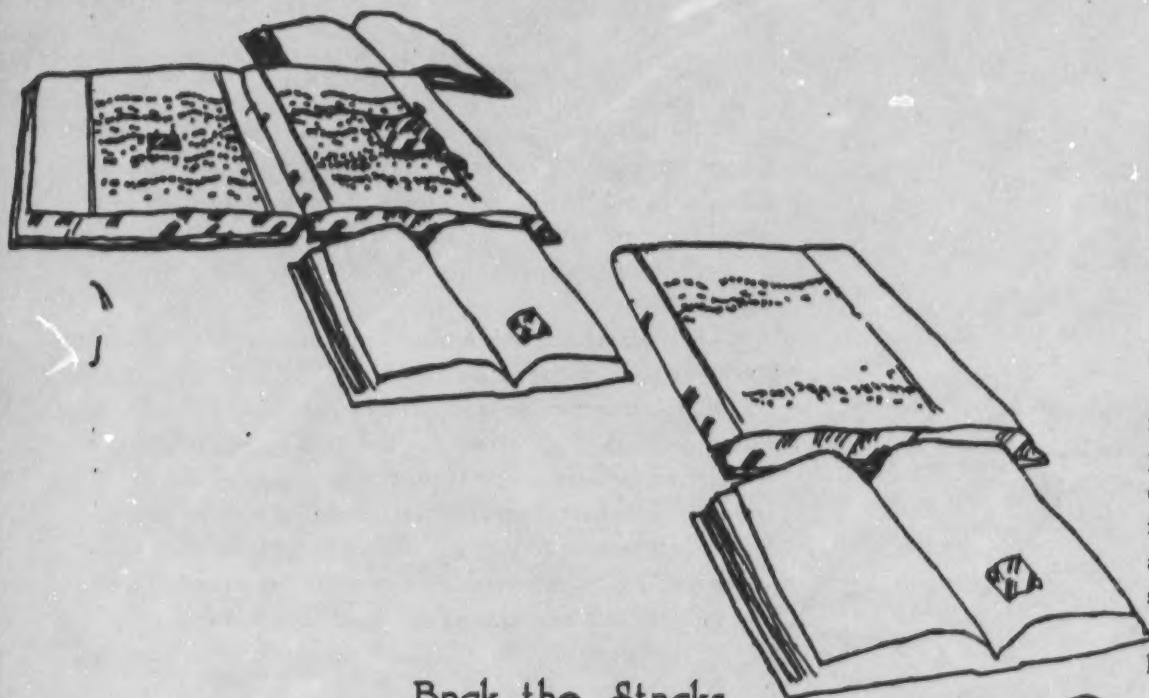
Back-th

Gifts to "back-the-stacks" just what the Indiana University Libraries need. These unrestricted gifts will allow possible flexibility:

- to order books from a list of high-quality works requested by faculty familiar with subject matter;
- to subscribe to several new journals;
- or, to resume journal subscriptions cancelled (more than 5000 in recent years).

For years, the Faculty Library has made "impossible decisions" in the face of budget cuts, particularly as the University has programs whose needs for library support are met by funds from other areas.

"Back-the-stacks" gifts will help to develop and signal that IU is a storehouse of research materials.



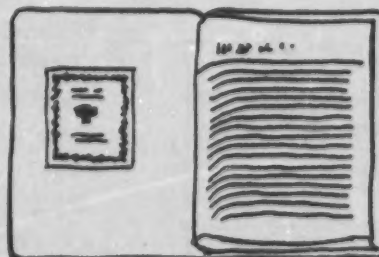
Back-the-Stacks

Gifts to "back-the-stacks" will have all-purpose utility – just what the Indiana University Libraries need most urgently. These unrestricted gifts will allow the Libraries the greatest possible flexibility:

- to order books from a lengthy (and growing) "wish list" of high-quality works requested by faculty members expertly familiar with subject matter;
- to subscribe to several new scholarly journals of value;
- or, to resume journal subscriptions that have been cancelled (more than 5000 in recent years) in order to make ends meet.

For years, the Faculty Library Committee has made "impossible decisions" in the distribution of limited funds, particularly as the University has developed new academic programs whose needs for library support have necessarily sapped funds from other areas.

"Back-the-stacks" gifts will help fill the gaps that have developed and signal that IU intends to maintain its valuable storehouse of research materials.



46

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Gifts to "protect" Libraries to begin a p the collections. Man state of extreme frag –the brittleness manufacture, and

–heavy wear and active resource-sharin

Simple preservat materials and method protective covers, and etary pressures have a inexpensive steps at l as chemical treatment storage areas with ten

"Protect-a-text" holdings into the nex

C

The Indiana Uni will "create-a-plate" t you may join with ot manent book fund. F opportunity to make

The book fund v designed for the purp chases with the name:

The endowment to current yield and fi of \$1000 will purchas it will keep doing this those volumes added :

The book fund i: "HELP" project. If yo and the IU Foundatio all particulars.

Protect-a-Text

Gifts to "protect-a-text" will enable the Indiana University Libraries to begin a preservation program to prolong the life of the collections. Many volumes, even of recent vintage, are in a state of extreme fragility for a variety of reasons, including:

- the brittleness of the highly acidic paper used in book manufacture, and
- heavy wear and tear, a natural outcome of the IU Libraries' active resource-sharing policies.

Simple preservation procedures include the use of durable materials and methods in mending and binding, production of protective covers, and microfilming of books and serials. Budgetary pressures have altogether precluded even such relatively inexpensive steps at IU - to say nothing of other measures such as chemical treatments to render paper acid-free or additional storage areas with temperature and humidity controls.

"Protect-a-text" gifts will help IU maintain its retrospective holdings into the next century.



Stacks

ll have all-purpose utility -
libraries need most urgently.
the Libraries the greatest

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/ faculty members expertly

scholarly journals of value;
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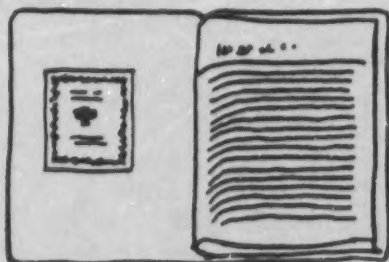
Create-a-Plate

The Indiana University Libraries and the IU Foundation will "create-a-plate" to mark gifts of \$1000 or more by which you may join with other distinguished donors to endow a permanent book fund. Few gifts to the University offer a better opportunity to make a visible contribution to its strength.

The book fund will have its own distinctive bookplate designed for the purpose of marking every volume that it purchases with the names of contributors.

The endowment will be prudently managed with an eye to current yield and future growth. The income from each gift of \$1000 will purchase, on the average, two volumes a year, and it will keep doing this in perpetuity. You will be informed of those volumes added annually to the collections in your name.

The book fund is the most personal and enduring "SHELF-HELP" project. If you choose "create-a-plate," the IU Libraries and the IU Foundation will be pleased to consult with you on all particulars.



It is my pleasure to write to you as dean of the Indiana University Libraries, your libraries which represent a very great investment by the state of Indiana in high-quality scholarly resources.

The library system is vast and extensive; its networks for study and learning extend to all students and faculty around the campus and the state: in the Main Library, branch libraries, and residence hall libraries at Bloomington and through expedited service to the regional campuses. Not only do the libraries serve IU scholars, but they also serve the diverse needs of the citizens of Indiana, researchers from other colleges and universities, business and industry, the professions and the general public.



But, I do not need to remind you about the marvelous establishment we have here, for you have had experience with the library collections and can echo the widespread praise for their depth and breadth. I have also been pleased to learn that alumni and friends have, in the past, made generous contributions to augment our state-appropriated budget as

our declining purchasing power and urgent needs have been made known by the IU Foundation.

I hope you will choose to make a "SHELF-HELP" gift to the IU Libraries this year. You may be sure that the Library administration will be sensitive to your wishes and make the best possible use of your contributions.

Sincerely,

A handwritten signature in cursive script, reading "Elaine Sloan".

Elaine Sloan
Dean, IU Libraries

Nonprofit
Organization
U.S. Postage
PAID
Indianapolis,
Indiana
Permit No. 3364

Indiana University Foundation
Showalter House
Post Office Box 500
Bloomington, Indiana 47402



The Princeton University Library is one of the great research libraries in the world. Its three million volumes constitute an invaluable legacy of man's thoughts, achievements, and concerns. Yet the conveyance of this heritage from this generation to the next is not assured.

Although writers have often noted that ideas live on when other works of man have perished, the books that convey these ideas are themselves mortal. Their bindings crack, their covers fall off, their pages turn yellow and dry. Unless carefully preserved, they suffer the symptoms of old age and die.

Preservation is now one of the Princeton University Library's greatest concerns. Because the

Library is more than 200 years old, many of its holdings are fragile books. Through the sheer passage of time, 18th- and 19th-century works have reached the point where they stand in urgent need of restoration and repair. Others of more recent vintage have become prematurely aged—to no small extent because of modern publishers' use of inferior papers and bindings—and also require immediate attention to extend their life span. And some books are wearing out through heavy use, because the Princeton Library is above all a *working* library whose books are read, handled, circulated, used, and, inevitably, sometimes abused. A concerted effort is needed to make sure that all these books continue to endure, delivered down from generation to generation.

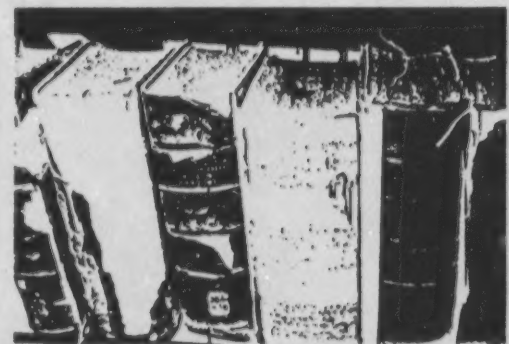
The Conservation Program

To preserve the intellectual heritage represented by these books, the Princeton University Library plans to start a full conservation program to identify and repair deteriorating materials. As a first step, a conservation librarian will be appointed who, with two assistants, will examine the nearly two million volumes in the Library's core open-stack collection and identify those that need attention.

A preliminary sampling indicates that as many as 100,000 books may have defective bindings, 280,000 may have broken spines, 400,000 imports from exotic countries could be infested with vermin, and 200,000 may be printed on the acidic wood-fiber paper favored by modern publishers despite its rapid rate of decay. But there are techniques that can save these works.

Books with flaking or cracked leather bindings can be lubricated. Detached covers can be sewn or, if necessary, the entire work rebound. Fragile materials can be reinforced by silking, laminating, or sizing. Works printed on poor-quality paper can undergo deacidification treatment or, if too badly deteriorated to be saved, can be microfilmed or reproduced on video discs. And mold and vermin can be removed through fumigation.

The conservation effort will be a massive undertaking, requiring four years to complete. When it is finished, however, every work in Princeton's central collection will be restored to usable condition and assured a good chance of surviving into the 21st century.



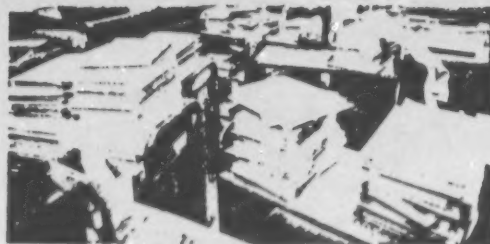
a full preservation program. These funds cannot come from the Library's operating budget, which is already strained by inflation. They must come from gifts raised especially for this purpose.

Fortunately, the Library has already been awarded a challenge grant of \$100,000 from the National Endowment for the Humanities. An agency created by Congress to promote the work of museums, colleges, libraries, historical societies, and other cultural institutions, the Endowment has established its challenge grant program to stimulate increased private support to the humanities.

The Endowment has promised one dollar of federal funds for every three dollars contributed to the Library's conservation program from private sources. Or, in other words, if individual friends of the Princeton Library contribute three-quarters of the amount, the Endowment will provide the final quarter.

If the grant is successfully matched, \$400,000 will have been raised toward the \$500,000 needed for the full preservation program, leaving an additional \$100,000 to be raised from other sources.

This project presents book-lovers with a special opportunity to help preserve the valuable resources of the Princeton Library and will add years to the life of the books in the Library's collections.



Although Princeton University has many funds for acquiring new books, it has none for conserving what it already owns. Yet a title saved from decay is in a real sense a title added to the collections and one that can be acquired at less expense than a new edition straight off the press.

A gift to the conservation program, therefore, actually adds to the strength of the Library's holdings. At the same time it helps the Library both to meet its increasing responsibilities as the custodian of a portion of our literary heritage and to preserve for use works which might otherwise disappear within the next decade.

Library Conservation Program
Princeton University
Box 39
Princeton, New Jersey 08540



January 17, 1983

To: SPEC Center

From: Kamala Truscott *KT*
Coordinator of Development and Public Affairs
Library Administration
Rutgers University Libraries

Re: ARL/SPEC Survey on Fund Raising/Development

Enclosed are copies of material which we used in a recent Phonothon fundraising campaign. There is an annual Parents Fund Phonothon, directed at parents of current Rutgers students, as well as an annual general phonothon. We recruit participants as does the Rutgers Foundation. Designated funds are used for library acquisitions.

We at the library work closely with the Foundation in fundraising in other areas as well - for example, in identifying potential donors for building renovations. The faculty and staff of the library also actively seek corporate, government, and foundation funds for specific projects. I coordinate all grant applications. In addition, teaching faculty may raise funds for given areas within the library. Recently, for example, we purchased several films for our Media Services Department with money which a professor had requested for that purpose in her grant.

KT:dv

enclosures

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INTERDEPARTMENTAL COMMUNICATION

October 22, 1982

To: Past Participants in Rutgers Phonothons
From: Hendrik Edelman
University Librarian

The University Foundation is holding its annual Parents' Fund Phonothon in November. Again this year, the focus will be Mindpower. The Mindpower campaign was begun last year as an additional funding source to assist in the purchasing of undergraduate library books. The proceeds from last year's campaign enabled the Library to purchase 1,464 new books. This year's goal is 2,000 new books.

In the past you have generously contributed your time to one of the very successful Rutgers Phonothons. I hope you will consider working on this one while you have fun with your colleagues and enjoy a free buffet dinner at the Alumni-Faculty Club. The dates and-times are:

Monday, November 8	5:30-9:30 p.m.
Tuesday, November 9	5:30-9:30 p.m.
Wednesday, November 10	5:30-9:30 p.m.

Check your calendar now and call Kamala Truscott, ext. 7437, to reserve your slot.

HE/jcm

THE STATE UNIVERSITY OF NEW JERSEY
RUTGERS

President

New Brunswick - New Jersey 08903

201/932-7454

September 24, 1982

Dear Rutgers - New Brunswick Parent:

As President of Rutgers University I would like to take this opportunity to discuss with you the 1983 Mindpower Campaign. The Mindpower Campaign was founded last year as an additional funding source to assist in the purchasing of undergraduate library books for the Rutgers - New Brunswick Campus.

You may ask, "Doesn't the library already have a budget for this?". The answer is, yes, but when you divide the budget between three campuses with doctoral, graduate, and undergraduate resource needs, the allocations don't go far enough.

You can help, however, by going that one step further and contributing to Mindpower '83. Your contribution will enable the undergraduate collection to meet heightened student expectations. Making a contribution is simple; just complete the enclosed pledge card and mail it with your check in the postage-paid envelope.

Be sure to fill out the card completely, since the library will record your gift of \$25 (or each multiple of \$25) by placing a specially designated bookplate with your name and that of your student in a volume of the undergraduate collection.

I hope you'll consider a gift of at least \$25 and more if you can. Every twenty-five dollars you contribute will be visible on the shelves, making a real difference every time the student in your family uses the library.

I look forward to your response.

Thank you for your time and consideration.

Sincerely,

Edward J. Bloustein

P.S. Last year the Mindpower Campaign raised \$36,607. With your help, this year it can generate \$50,000.

THE STATE UNIVERSITY OF NEW JERSEY
RUTGERS

President

New Brunswick • New Jersey 08903

201/932-7454

September 28, 1982

Dear Rutgers Alumni Parent:

As President of Rutgers University, I am writing to you in regard to your continued support of the Rutgers University Parents Fund. You may wonder, "Doesn't my financial support to Rutgers end once my child graduates?". The answer is two fold. Yes, your general financial support ends; i.e., tuition, room and board, fees, etc., but your support to special causes that enhance your child's degree should not cease.

By contributing to the Parents Fund, you along with other alumni parents and the parents of current undergraduates help to keep the Rutgers University degree a valuable commodity in today's business marketplace. Besides, we all know how valuable and necessary that degree is in securing one's first job.

The focus of this year's Parents Campaign will again be the Mindpower Fund. This fund was created last year as a way to raise money for the purchasing of undergraduate library books for the fifteen libraries in the Rutgers University System. The proceeds from last year's campaign enabled the University to purchase 1,464 new books. This year's goal is 2,000 new books. The only way we can reach this goal is with your support.

So, be sure to fill out the enclosed card completely (and return it with your check) since the library will record your gift of \$25 (or each multiple of \$25) by placing a specially designated bookplate with your name and that of your child in a volume of the undergraduate collection.

I hope you'll consider a gift of \$25 or more if you can. Every twenty-five dollars you contribute will be visible on the shelves, and helping to keep the Rutgers degree strong and viable.

Sincerely,

Edward J. Bloustein
President

THE STATE UNIVERSITY OF NEW JERSEY
RUTGERS

President

New Brunswick • New Jersey 08903

201/932-7454

October 1, 1982

Dear Mr. & Mrs. Smith: s.c. #4

As President of Rutgers University, I would like to take this opportunity to thank you for your generous contribution of \$ s.c. #5 to last year's Parents Campaign. Your contribution along with those from other Rutgers Parents, raised a total of \$57,919, an increase of 53% from the previous year's Parents Appeal.

During last year's campaign, \$36,607 was designated to the Mindpower Fund. This fund was created last year as a way to raise money for the purchasing of undergraduate library books for the eight libraries in the Rutgers University system. Due to the success of last year's appeal and the continuing needs of the undergraduate collection to meet heightened student expectations, the Mindpower Fund will again be the focus of this year's Parents Campaign.

In consideration of this need and the important fact that current, up to date books enhance the quality of our undergraduate education, I am asking you to increase your contribution to \$ s.c. #6 for this year's Mindpower Fund.

Please be sure to fill out the enclosed pledge card and return it with your check in the postage paid envelope. This way the library will be able to record your contribution (in multiples of \$25) by placing a specially designated bookplate with your name and that of your son or daughter in a book purchased from the Mindpower Fund.

I hope you will consider a gift of \$ s.c. #7 or more if you can. Your contribution will make a real difference every time a student uses the library.

Thank you for your time and consideration. I look forward to your response and hope you will visit our libraries when you next come to Rutgers.

Sincerely,

Edward J. Bloustein

Mr. & Mrs. John J. Smith s.c. #1
99 Park Avenue s.c. #2
New York, New York 10010 s.c. #3

DRAFT

October 5, 1982

Dear-----:

Last year, parent volunteers like you raised nearly \$30,000 in just three evenings of calling at the Parents Phonothon. Your participation has made the Parents Fund a real success in the past. May I count on your help again?

The 1982-83 Parents Phonothon will be held once again at the Alumni Faculty Club on Monday, Tuesday, and Wednesday, November 8 - 10. Dinner will be served at 5:30 p.m. and followed by a short orientation session before phoning begins. Calling will continue until 9:30 p.m., with Foundation staff members on hand all evenings to answer any questions. I hope you will be able to join us for one or more of the three sessions.

To reserve your place, simply fill out the enclosed postage-paid reply card. The Foundation will send you directions and parking information shortly after receiving your card.

As Chairman of the 1982-83 Parents Phonothon and as the University Librarian for Rutgers, I know the value of the projects funded by the Parents Fund. This year, for example, the Parents Fund is raising monies for the undergraduate book collection. In past years, the Parents Fund has strengthened peer counselling, helped expand Counselline, and provided access for the handicapped students.

So, I hope you will be one of the experienced volunteers who will lead this year's effort. I look forward to working with you for the benefit of your son's or daughter's MINDPOWER.

Sincerely,

Hendrik Edelman

Enclosure



Letter sent to: Barbara Sanders, Kendal Funk, Hedy Seitz,
Penny Page, Mark Lender, Henk Edelman,
Ferris Olin, Lynn Miller, Brenda Johnson,
David DeLuca, Bonita Grant, Jan Leavitt,
Michael Farley, Alfrieda Phillips, Mary Hagberg,
Betsy Barofski

INTERDEPARTMENTAL COMMUNICATION

March 5, 1982

To:

From: Hendrik Edelman
University Librarian

Thank you ever so much for contributing your time, energy and enthusiasm to this year's Phonothon. From all indications it appears that we were even more successful than last year and I cannot tell you how pleased I am with the library participation. Actually, this is an important part of our fund raising efforts and I hope that you have enjoyed it. We will have another special Parents' Phonothon specifically designated for the library next fall and I hope we can count on you at that time again. Meanwhile, spread the word to your friends and colleagues that this is fun as well as useful and perhaps we can do even better yet next year. Congratulations and thanks!

HE/jcm

UNIVERSITY OF KENTUCKY

LEXINGTON, KENTUCKY 40506-0039

OFFICE OF THE DIRECTOR
127 KING LIBRARY NORTH

TELE (606) 257-3801
TWX 910-478-8816

April 1, 1982

Dear

The current economic crunch and the rising cost of books and journals have forced research libraries to make substantial cuts in the acquisition of materials. The University of Kentucky Library is among those libraries hurt by this nationwide problem.

One of our branch libraries, the Geology Library, is well-known for its outstanding collection, but we no longer have the buying power to maintain it at this high level. Therefore, we are seeking your financial assistance in our effort to continue providing comprehensive coverage for those interested in geological literature.

Many companies have an officer who handles gifts and contributions. If this is true of your company, please contact that person and determine if any money can be given to the Geology Library. Contributions in the form of checks should be made payable to the University of Kentucky Libraries and designated for the Geology Library.

Of course, our resources are, and will continue to be, accessible to you and your company through our interlibrary loan service.

Sincerely,



Ruth Brown
Associate Director of Libraries

RB:mp

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As a businessman, you know the value of information--of being able to obtain needed facts quickly. This information is found in research libraries--libraries usually associated with the academic world. Business and industry however are prime beneficiaries of research libraries. In fact, many corporations choose their location contingent upon the existence of such facilities. Others access research library resources via the national interlibrary loan program.

Today, all major research libraries face similar problems in meeting the expanding needs of corporate and academic users.

The increase in publication costs

coupled with dwindling funding make it increasingly difficult to continue to build comprehensive collections and to provide rapid access and reliable service.

The Geology Library will continue to strive to give you and other patrons speedy access to our resources. Like other research libraries, we are caught between the rising cost of books and journals and a reduced budget. We need your financial assistance. If your company is in a position to help support our program please send your contribution to the University of Kentucky Libraries.

GEOLOGY LIBRARY
University of Kentucky
Lexington, Kentucky



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YOU NEED US !

WE NEED YOU !

Vivian S. Hall
Geology Librarian-
606-258-5730

COMMEMORATIVE GIFT OPPORTUNITIES

Nearly one hundred years ago, an act of extraordinary philanthropy on the part of Walter Loomis Newberry led to the establishment of The Newberry Library. Today, Newberry's name connotes one of the world's finest research collections in history and the humanities.

In the years since its founding, twenty-seven named funds have been established to sustain the Newberry's greatness and honor distinguished benefactors. These funds support the George Amos Poole, III Curator of Rare Books; The Hermon Dunlap Smith Center for the History of Cartography; the Samuel and Marie-Louise Rosenthal Book Fund; and many other important activities.

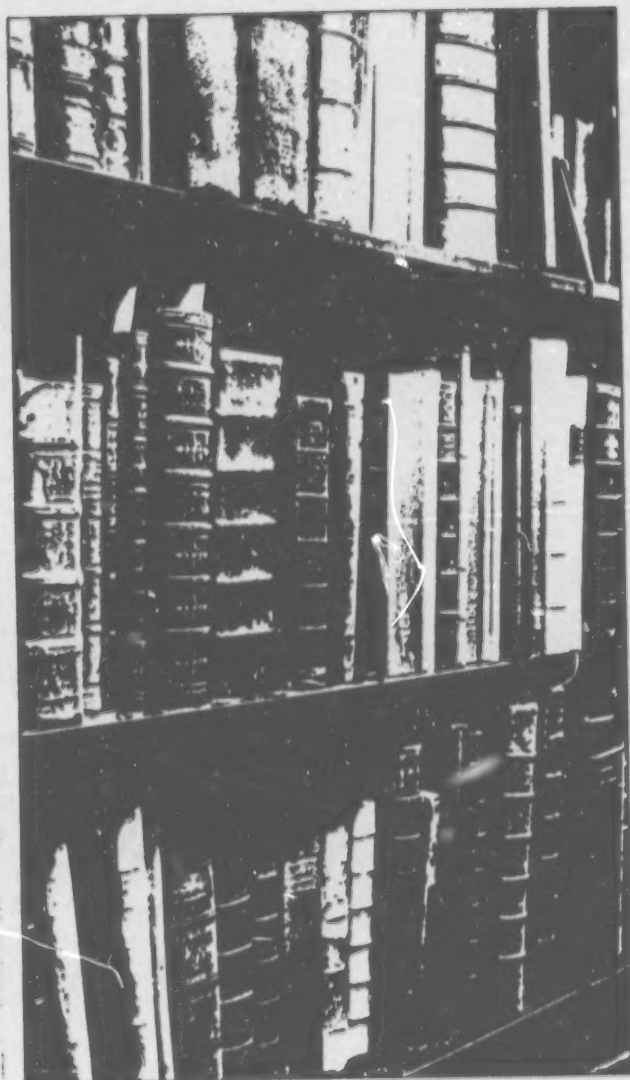
The Campaign for The Newberry Library now, for the first time, offers opportunities for friends to name facilities at the Newberry. After years of study, the Newberry's Trustees have authorized a far-reaching plan to protect the Library's valuable collections while making them more accessible to researchers and interested visitors.

The Campaign for The Newberry Library is a \$12.5 million program to construct a new bookstack building and renovate the existing facility. The campaign also provides opportunities for the Newberry's supporters to honor the memory of a family member, friend, or to perpetuate a tradition of philanthropy in their own name.

A commemorative gift will serve as a living memorial to the donor's generosity while benefiting thousands of people who come to the Newberry each year to study, or simply to learn about the records and treasures of our civilization.

Each commemorative gift will be designated with an attractive plaque, suitably inscribed, honoring the individual(s) memorialized and/or the generosity of the donor.

The pages that follow list many opportunities to match the needs of the Library with your own interests.



PROTECTING THE COLLECTIONS

A primary objective of The Campaign for The Newberry Library is to construct a new ten-story bookstack. Linked to the existing building, it will house all of the Newberry's collections in a secure, environmentally sound manner.

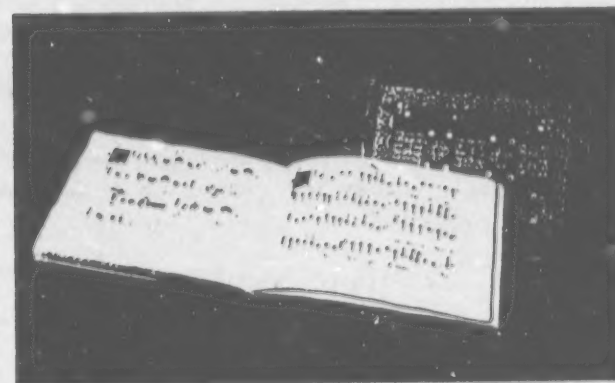
The \$6.5 million structure is vital to the preservation and safety of the priceless collections.

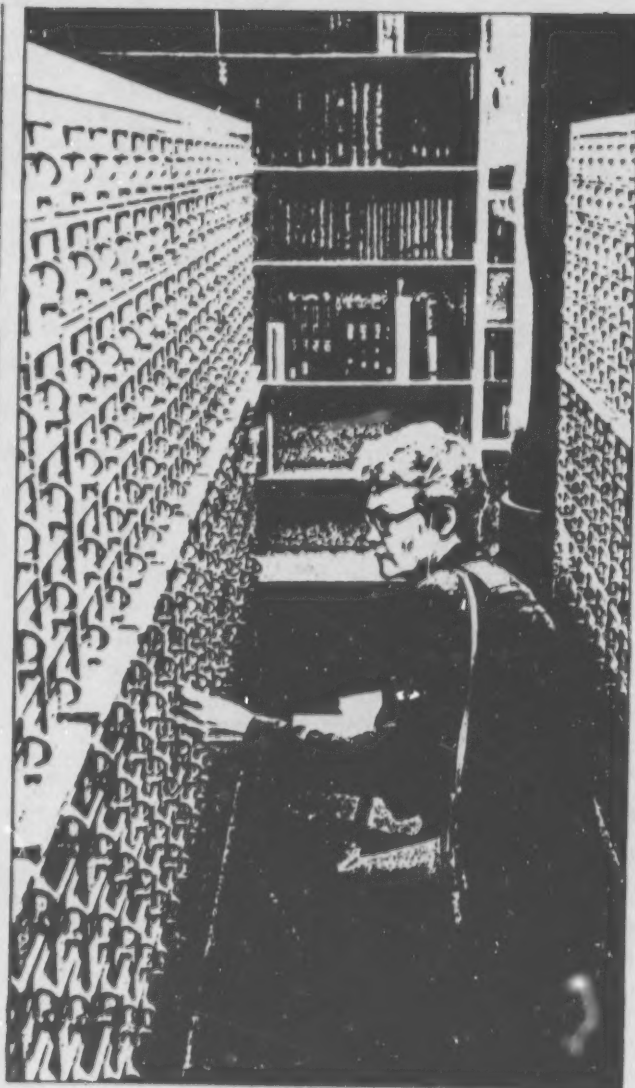
Donors to the bookstack building, or any donors making major unrestricted gifts to the Campaign, will have their names inscribed on a plaque, to be prominently displayed in a central area of the Library. Gift categories are:

Founder's Club	\$500,000 and above
The Newberry Society	\$100,000 and above
The President's Circle	\$ 50,000 and above
The Newberry Conservators	\$ 10,000 and above

Two additional commemorative opportunities exist within the bookstack building. They are:

To Name the Bookstack Building	\$3,000,000
To Name the Rare Book Vault	\$ 500,000





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MAKING THE COLLECTIONS MORE ACCESSIBLE

Once the collection is secure in the stack building, the existing storage areas will be refurbished and restored to public use. The design will focus on serving a closed-stack research library, center for advanced study, and museum of the book. The total cost of renovation is projected at \$6 million.

Expanded Public Facilities

A principal source of the Newberry's greatness is its collection of irreplaceable books and manuscripts: including a rare quarto edition of Shakespeare's *Love's Labor's Lost*, the first printed map of the New World, a Chopin sonata in the composer's hand, illuminated books of Hours, and hundreds of others.

Access to and enjoyment of these treasures have been limited by crowded quarters at the Library. Renovation plans call for expanded facilities that will permit the public to see, hear, and learn about the great collections and research programs at the Newberry.

Commemorative gift opportunities include:

The Multi-Purpose Conference Center	\$1,000,000
Exhibit Hall (two available).	\$ 250,000
An Expanded Bookshop and Visitor's Center.	\$ 100,000
Staff Lounge.	\$ 50,000
Readers' Lounge.	\$ 50,000

Reference and Bibliographic Center

The Newberry Library's collections, at the present time, consist of over 1.4 million volumes, 5 million manuscripts and 50,000 maps. A new, unified catalogue system will allow staff to maintain the card file more efficiently and thus give readers

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more complete access to the collections. Also, for the first time, the Library's great bibliographic collections will be on open shelves to help scholars locate materials in other research libraries throughout the world.

To name the Reference and Bibliographic Center	\$500,000
Main Catalogue Area	\$200,000
Reference Material Area	\$200,000
Service Desk	\$ 50,000
Technical Services/Cataloguing Area	\$200,000

Reading Facilities

Over 8,000 scholars and readers use The Newberry Library every year, many for extended periods of concentrated study. Renovation will double the seating capacity of the Main Reading Room and expand reading and study facilities for specialized interests.

Main Reading Room	\$500,000
Special Collections/Map Reading Room	\$500,000
Special Collections Office Suite	\$100,000
Special Collections Seminar Room	\$ 25,000
Map Curator's Office	\$ 25,000
Microfilm Reading Room	\$100,000
High Security Microtext Storage	\$ 50,000
Music Listening Room	\$ 25,000
Analytical Bibliography Rooms (2)	\$ 25,000
Typing Rooms (4)	\$ 10,000

PRESERVING THE COLLECTIONS

The Newberry Library Conservation Department is a world leader in the study and practice of book, map, and manuscript preservation. Collectors and libraries throughout the country frequently consult Newberry staff on conservation and binding problems.

The renovation of the existing building will expand facilities for conservation and permit the use of some of the most advanced procedures for preservation.

Conservation Laboratory Suite	\$250,000
Main Conservation Laboratory	\$175,000
Head Conservator's Office	\$ 25,000
Dust-Free Room	\$ 25,000
Conservation Work Room	\$ 25,000
Fumigation Chamber	\$ 25,000





ENCOURAGING THE USE OF THE COLLECTIONS

Scholars from all over the world use The Newberry Library for their research. In addition, Library staff, through four centers, conduct research and publish in the History of Cartography, Renaissance Studies, Family and Community History, and the History of the American Indian. The renovation plans include upgrading facilities for each research center and allow for a fifth center. Also, through the expansion and relocation of individual study carrel space, researchers will, at last, have the quiet, uncluttered space needed for their own reading. Commemorative gift opportunities include:

Research Gallery	\$350,000
Photoduplication Laboratory	\$150,000
Project Suites	
History of Cartography	\$100,000
Renaissance Studies	\$100,000
Family and Community History	\$100,000
History of the American Indian	\$100,000
Special Purpose Project Suite	\$100,000
Genealogy Project Room and Instruction Area	\$ 75,000
Audio-Visual Conference Room	\$ 50,000
General Purpose Project Suites (2)	\$ 50,000
Seminar Rooms (4)	\$ 25,000

LASTING RECOGNITION

Generous friends will be remembered in a permanent and continuing manner by the Trustees of The Newberry Library. Several commemorative forms are available:

- ☐ Gifts to the stack building will be recognized with an appropriate plaque prominently placed in a central area of the Library.
- ☐ Named gifts for specific facilities in the existing building will be recognized with an appropriate plaque at the entrance to the facility or other suitable location.

If these opportunities do not reflect your particular interest in the Newberry's programs or plans, it may be possible for you and representatives of the Library to develop a more appropriate commemorative plan.

All commemorative or memorial commitments to The Campaign for The Newberry Library:

- ☐ Are tax deductible as provided by law
- ☐ Do not necessarily reflect the actual cost of the designated facility
- ☐ Are subject to prior reservation
- ☐ May be secured through an outright gift of cash, securities, or other personal property; a pledge; deferred or planned gift; or any combination of these.

Deferred or planned gifts may be arranged to suit your needs. Available plans include life income agreements, such as annuities and pooled income fund gifts, as well as trusts, and bequests.

For more information, call or write:

The Campaign for The Newberry Library
60 West Walton Street
Chicago, IL 60610
(312) 943-9090

SPECIAL OPPORTUNITIES

When the bookstack building and renovation are completed, the Newberry will be able to offer one of the country's finest facilities for the study and appreciation of the humanities. To assure access to all, in an attractive and secure environment for books and people, the following special needs must be provided and are available for commemoration.

To Provide a Computerized Climate and Fire Control System for the Bookstack	\$375,000
To Provide an Automated Security System for the Existing Building	\$100,000
To Provide an Improved Fire Detection System for the Existing Building	\$100,000
To Provide Attractive External Landscaping	\$150,000
To Provide Suitable Parking	\$125,000
To Provide Access for the Handicapped	\$100,000



Ways of Giving



TO
CORNELL UNIVERSITY
LIBRARY

Cornell University is an equal opportunity,
affirmative action educator and employer.

Office of University Publications
782 25M A

There are many ways of giving to the Cornell Library that can benefit you and the library. Although gifts are often made in the form of cash, it may be more advantageous or convenient for you to make your gift in some other form. Gifts of securities, life-income agreements, gifts by bequest, gifts through life insurance, or gifts of real estate or other real property are welcome.

APPRECIATED STOCKS The sale of appreciated stocks results in a capital-gains tax. You can obtain the maximum tax benefits by giving the stocks to the University outright. You can then deduct their full current market value as a charitable contribution, thus avoiding capital-gains tax.

MATCHING GIFTS Around eight hundred firms will match the gifts their employees make to colleges and universities. Matching-gift programs vary from company to company, so check with your personnel office for policies and procedures. You can multiply the value of your gift to Cornell through your own firm's matching-gift plan.

CHARITABLE REMAINDER TRUSTS Making a gift of \$5,000 or more to the University's Pooled Life Income Fund or establishing an annuity trust or a unitrust for a gift of \$50,000 or more enables you to make a significant gift to Cornell while retaining the income from the gift during your life and the life of one named beneficiary.

BEQUESTS Charitable bequests provide substantial estate-tax benefits. You can make bequests in many forms: as gifts of land or buildings, as securities, as personal property, or as cash.

LIFE INSURANCE A policy originally intended to ensure the



education of children is still a valuable asset after the children have completed their formal schooling. You can transfer the policy to the University, naming it as the irrevocable beneficiary, and realize immediate tax savings. Another option is to make Cornell the irrevocable owner of an existing policy. One of the advantages of this method is that the approximate cash-surrender value of the policy at the time of the gift is deductible as a charitable contribution, as are all future premium payments. Still another possibility is to establish a new life-insurance policy, making Cornell irrevocable owner. Here again, each premium is deductible as a charitable contribution.

REAL PROPERTY You may elect to give art objects, rare books, or other valuable possessions. Tax deductions for such gifts will vary, depending partly on whether they are retained for the University's educational purposes or sold and the proceeds assigned to Cornell. Before such a gift is made, it is a good idea to discuss its appropriateness with the library staff.

REAL ESTATE By giving appreciated marketable real estate to Cornell, you may avoid the capital-gains tax while qualifying for a charitable deduction.

Further information on these and other forms of giving is available from the Library Development Office. The staff will be happy to provide you with specific facts and recommendations based on your needs and interests.

Adrienne McNair
Library Development Office
Cornell University
201 Olin Library
Ithaca, New York 14853

LIBRARY - UNIVERSITY CAMPAIGNS

Campaign Objectives

New Endowment for Acquisitions	\$10,000,000
Construction Funds	10,000,000
<i>Cross Campus Library Extension</i>	\$6,000,000
<i>Off-Campus Storage Building</i>	4,000,000
Current Funds for New Technology	2,000,000
TOTAL	<u>\$22,000,000</u>

New Endowment for Acquisitions \$10,000,000

The first gift to Yale was a gift of books—40 volumes, donated by a group of clergymen in 1701 for the purpose of establishing a collegiate school in the colony.

The gift that provides Yale with books is still essential to the life of the University.

Among the most valued gifts are those which best enable the Library to respond to the changing needs of scholarship and education—book funds unrestricted as to purpose.

Another important use of the unrestricted fund is book preservation, a vital function in a library as heavily used and as rich in rare, often one-of-a-kind publications as Yale's.

Funds designated for certain areas of study continue to be welcome gifts, of course. The areas in which the Library's present needs are the greatest are listed on the next page, as are the minimum amounts required in new endowment to cover future acquisitions in each area.*

*Donors wishing to restrict the income from book funds to the purchase of specific types of material are requested to discuss their gifts beforehand with the University Librarian.

Book Fund Gift Opportunities

"What could be more delightful, what more worthy of a Yale man, than to make himself personally responsible for discovering one of the weaker sections in the Library and filling it?"

*From Chauncey Brewster Tinker's
1924 Alumni Day Speech*

Responding to Professor Tinker's suggestion, many Yale men *did* make themselves personally responsible for discovering one of the Library's needs and meeting it.

The Yale Library now has approximately 350 endowed book funds. They have been established by Yale graduates, by their families in honor of them, by faculty members, by friends of the Yale Library and by colleagues and former students of a professor or officer of the University whom they wished to honor.

Each book purchased with the income from an endowed book fund bears a bookplate with the name of the donor or whomever he or she has designated. Many donors have commissioned special bookplates, a few of which are shown on the facing page.

Book funds may be established with gifts beginning at \$5,000.

Gifts in the amounts listed in the margin will make substantial contributions to Yale's future acquisitions in each specified area of study.

For donors with strong interests in particular fields, such as East Asian studies or forestry, still another gift opportunity exists: to provide total endowment for *all* the Yale Library's acquisitions in those fields. Required amounts vary, and interested donors are invited to discuss the possibilities with the University Librarian.

Book funds need not be restricted to books, of course. They may be designated for the purchase of microforms, maps, coins, historical recordings, memorabilia and other types of library material as well.

\$1,000,000 Funds

Art Books and Periodicals
History Books
Medical Periodicals
Science Periodicals

\$500,000 Funds

African Studies Books and
Periodicals
Divinity Books and Periodicals
East Asian Studies Books and
Periodicals
Humanities Periodicals
Medical Books
Political Science Books and
Periodicals
Russian and East European Studies
Books and Periodicals
Science Books

\$250,000 Funds

Forestry Books and Periodicals
Judaica Books and Periodicals
Latin American Studies Books and
Periodicals
Music Books and Periodicals
Social Sciences Books and
Periodicals
Microfilms and Microforms

\$100,000 Funds

Classical Studies Books and
Periodicals
Southeast Asian Studies Books and
Periodicals
Historical Maps
Historical Sound Recordings
Music Scores

Construction Funds

\$10,000,000

Cross Campus Library Extension \$6,000,000

The innovative Cross Campus Library is a success story familiar to colleges and universities throughout the country. Every year since it opened, in 1971, its collections have grown, circulation has risen and vacant seats have grown more scarce.

Situated underground, the two-level Cross Campus Library is well-suited to extension and, therefore, offers a major solution to the space crisis now threatening Sterling Memorial Library.

Plans have been made to add shelf space for about 1,250,000 additional volumes (besides the 250,000 which the Cross Campus Library is now capable of holding) by means of a three-level extension about one-half block long which will provide another 75,000 square feet of floor space. While the plans call for filling all three levels with bookstacks, the design is flexible enough to allow reading areas to be added if they are deemed desirable.

Off-Campus Storage Building \$4,000,000

Many books and periodicals in the Yale Library collections are not used often enough to justify the space they take up within the central campus. They can and should be stored off campus, but in a building accessible to library users.

Yale plans to construct a storage building not far from the campus, on land far less costly than in downtown New Haven. It is expected to contain about 100,000 square feet of floor space and to be capable of housing about 2,000,000 volumes.



Cataloguing information is exchanged with the Ohio College Library Center, a computer data bank maintained jointly by Yale and a number of other libraries.

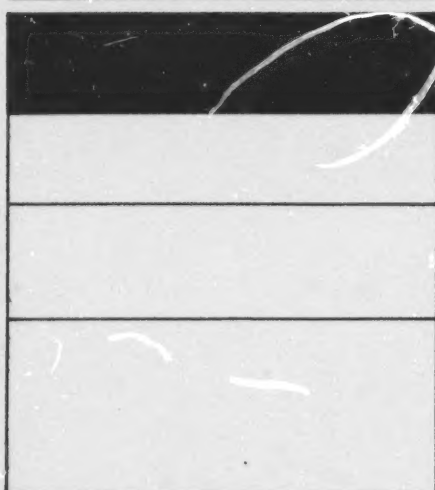
Current Funds For New Technology \$2,000,000

The technological innovations described earlier—computer-aided systems for cataloguing and acquisition control—are the vital first steps leading to a new era in library services, one in which major libraries share expensive resources and bibliographic information, and in which computers offer library users, in a matter of minutes, the source information that now often requires hours of searching through card catalogues.

All of these innovations promise to yield unprecedented savings in time, manpower costs, acquisition costs and that precious commodity, space. As with all technological advance, it will take money to save money. Yet this remains the only lasting way to improve productivity within the Library, and improved productivity remains the only solution for an institution that must expand as long as knowledge itself expands.

Gift Opportunities in Tools of Knowledge

UNIVERSITY OF WISCONSIN



Few universities can make the statement, as the University of Wisconsin can, that they provide a "quality" education to all their students. Quality education is ensured not only by faculty excellence, but also by those Tools of Knowledge that provide the extra measure of enrichment students need to achieve the finest education. Your gift to the *Forward with Wisconsin* campaign will provide those necessary resources critical to the Wisconsin education, an education which stands for quality among its peers.

Some of the gift opportunities for New Tools of Knowledge at the University include:

Elvehjem Art Center Endowment

Named Art Purchase Funds.....\$50,000 or more

Computer Laboratory.....\$500,000 or more

Special Library Collections

Eighteen collections in University libraries need funding and are available for naming. They are:

New Tools of Knowledge

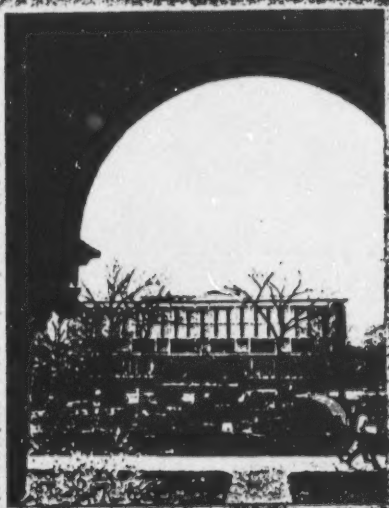
Elvehjem Art Center Endowment	\$600,000
Computer-Managerial Information Laboratory	\$500,000
Special Library Collections	\$300,000
Unrestricted and Donor-defined Projects	\$1,750,000
Total Needed:	\$3,150,000

Art Library.....	Photography Collection.....	\$10,000
Biology Library.....	Endangered Species Collection.....	\$10,000
Business Library.....	International Business Collection.....	\$10,000
College Library.....	American Newspapers Collection.....	\$20,000
Geography Library.....	Historical Geography Collection.....	\$6,000
Memorial Library.....	African Missionary Archives Collection.....	\$20,000
	Brazilian Studies Collection.....	\$20,000
	Buddhist Studies Collection.....	\$20,000
	Byzantine and Modern Greek Studies Collection.....	\$20,000
	Commonwealth Literature Collection.....	\$20,000
	Norwegian Local History and Genealogy Collection.....	\$30,000
	Philippine Studies Collection.....	\$20,000
	The Renaissance Epic Collection.....	\$20,000
Music Library.....	American Music Collection.....	\$20,000
Pharmacy Library.....	Drug Reference Collection.....	\$10,000
Physics Library.....	Energy Sources Collection.....	\$10,000
Social Work.....	Gerontology Collection.....	\$3,000
Steenbock Library.....	Wild Life Collection.....	\$20,000

Portions of the above or other specialized rare book collections.....Ranging from \$2,000-20,000

"The library is the heart of the university; no other single non-human factor is as closely related to the quality of graduate education."

ALLAN M. CARTER
*An Assessment of Quality
in Graduate Education (1966)*



The Campaign for Brown

For further information about gifts to the Brown library, contact:

The Development Office
Brown University Box 1893
Providence, Rhode Island 02912
Telephone /401-863-2374

"The library is a vital element in assessing the strength of any university or college."

HENRY M. W.
Eleventh President
of Brown Univ.

Named Gift Opportunities

At today's book prices, the income from a book endowment of \$500,000 will buy about 1,200 books, or less than five percent of the library's annual acquisitions at current levels.

Endowed funds for purchase of scientific journals will reduce the heavy burden on the Library budget caused by spiraling costs in this area.

Endowed funds, the income of which can be used for purchase of equipment such as microfilm readers and computer terminals, will enable the Library to keep pace with rapid technological advances.

Endowed support to maintain and add to Brown's special collections will undergird some of the University's most valuable resources.

Gift opportunities include:

Endowing the position of University Librarian	\$1,000,000
a University Library Endowment (to support the general operating and acquisitions programs of the University Library System)	500,000
a University Book Endowment (to support the general acquisitions program of the Library System)	300,000

for books and journals

a Named Book and Journal Endowment for the Arts, Sciences, Social Sciences or Humanities	\$200,000
a Named Journal Endowment	50,000

Named Book funds for books to be purchased at the discretion of the Librarian, or for books in fields specified by the donor, may be established at various levels from \$5,000 to \$50,000. Further information on establishing such a fund may be obtained by contacting the development office.

The minimum gift to establish a named book fund is \$5,000.

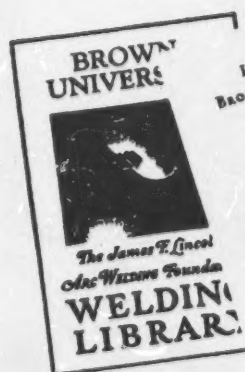
Each book purchased with the income from an endowed book fund bears a bookplate with the name of the donor or whomever the donor has designated.

for equipment

a fund to support the data-base searching system for research and reference	75,000
a fund for equipment and maintenance	50,000
a named microfilm collection	25,000

for special collections

a gift of \$100,000 will establish a named fund to support one of the special collections such as the Harris and Lincoln collections



Library of
Brown University
Presented by
Professor William
of the



Filling the Widening Gap

The Library has attempted to fill the widening gap between needed acquisitions and rising costs by sharing library resources with other institutions. Brown recently joined the Research Libraries Group, a national cooperative whose members include Columbia, Yale, Princeton, and the New York Public Library. Brown's Library also uses interlibrary loans, through which books not available at Brown may be borrowed from other libraries.

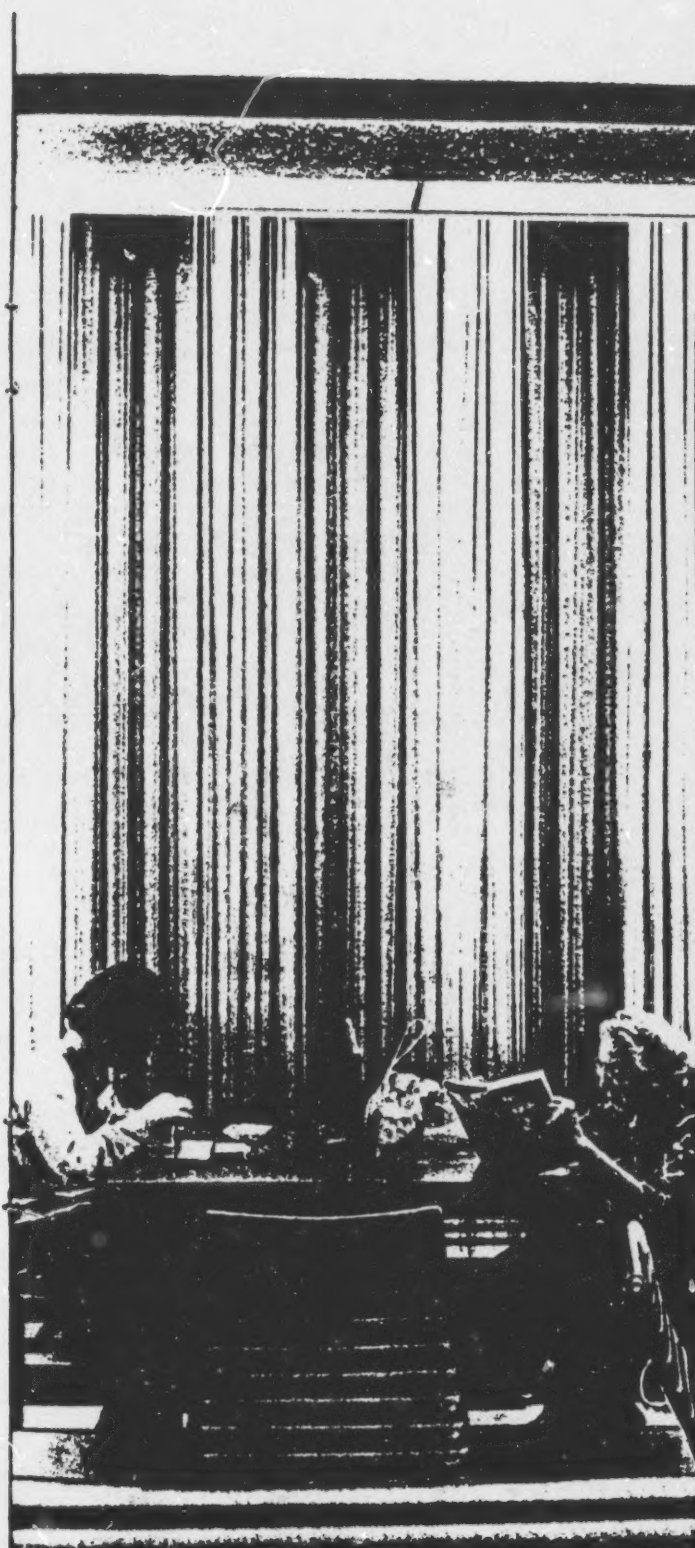
But these measures are not enough. Brown's endowment for library support must be increased, and increased markedly, to counter the corrosive effects of inflation. The Library must keep abreast of rapid advances in the technology of information. Brown's innovative curriculum and internationally recognized research activities must have the library resources they need.

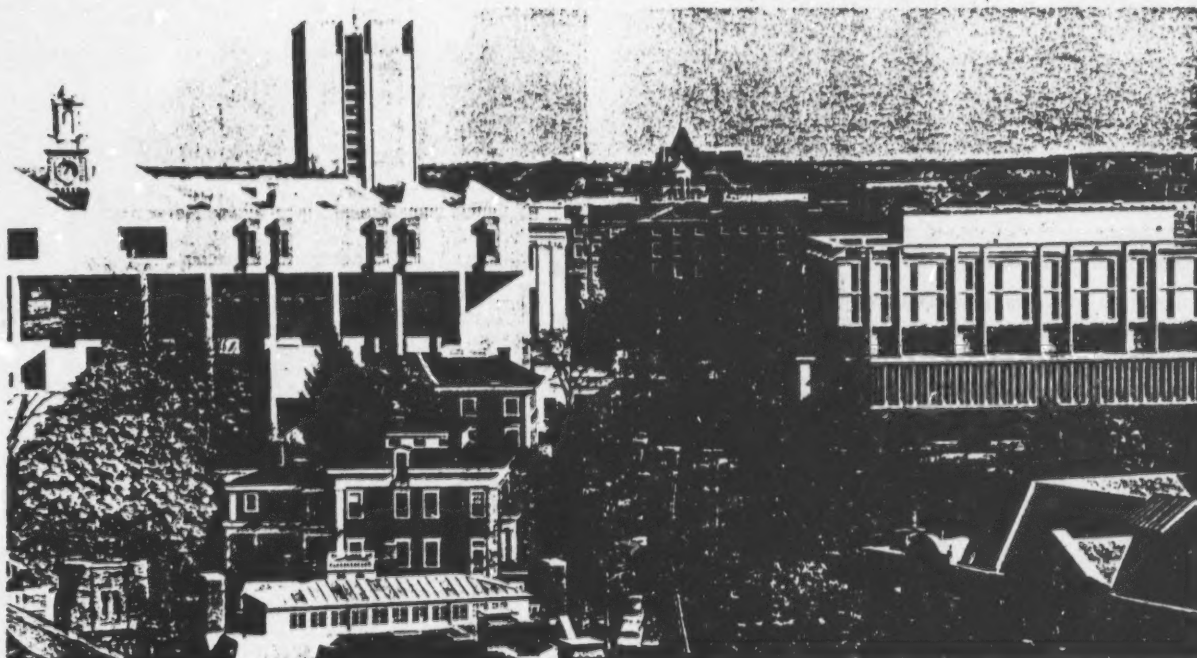
Meeting the Challenge — \$10 Million in Endowment Needed

A major goal of the Campaign for Brown is to raise the Library's endowment by \$10 million. Brown's library endowment is considerably smaller than that of other major universities — for example, the Princeton Library which serves a student body approximately the same size as Brown's.

Income from endowment provided only three percent of Brown's library budget in 1979-80. In that same year, income from endowment provided the Princeton Library with 12 percent of its income. As a result, Princeton spends two and one-half times more on book acquisitions per student than does Brown.

Brown's endowed library funds, their amounts and their number, must be increased.





Coping with Inflation

Budgetary constraints and inflation have hindered the Brown Library's attempts to cope with these new demands. In some respects the Library has fallen behind where it was ten years ago. Since 1970, inflation has taken a heavier toll on library acquisitions than any University expenditure — even outdistancing the sharp rise in energy costs.

Brown spent \$1 million in 1978-79 on library acquisitions, compared to \$600,000 in 1969-70. Yet that 66 percent increase in dollars bought 29 percent fewer books. The number of volumes added in 1979 was 39,467, compared to 56,240 volumes in 1970, a drop of 16,773 volumes in just nine years.

During the past decade, the price of books printed in the United States has gone up 11.5% a year; journal costs have risen at an annual rate of

13 percent. Prices for foreign publications have increased more rapidly than the cost of similar volumes printed in the United States. Acquisitions from abroad now consume 40 percent of the Library's outlay for new volumes.

Escalating journal costs have already created an imbalance in library acquisitions between the sciences and the humanities. This is because the sciences are journal-dependent, whereas the humanities and social sciences are more dependent on books.

Just to keep up with recent scientific advances, the Library must continually add new scientific journals and must pay higher prices for established ones. Two thirds of the 1978-79 acquisition budget went for journals; one-third for books. Ten years earlier, the ratio was exactly the opposite, two-thirds for books, one-third for journals.



Undergirding the Curriculum

Brown's individualized curriculum has contributed greatly to the University's success in attracting outstanding undergraduates. The emphasis on independent student research, new courses and interdisciplinary programs means the Library must maintain and increase its acquisition of related books and periodicals. New interdepartmental programs, such as biomedical ethics, law and society, and energy studies, require additional library materials.

Many undergraduate courses at Brown have extensive reading lists. The shelves of the reserve reading rooms must be supplied with duplicate copies of materials in heaviest demand.

Keeping Up with Information Technology

The last decade has witnessed an enormous growth in the amount of information available and its means of dissemination.

Today's libraries must keep information in many different formats. For example:

- ☐ census records are now on magnetic tapes;
- ☐ social science research relies more and more on machine-readable tapes and computerized data banks;
- ☐ phonograph records are used in undergraduate courses in English and Theatre Arts;
- ☐ many journals and back copies of magazines now appear only on microfilm and some will soon be available only in digital form.

These new forms and formats of information require the library to buy additional equipment ranging from slide projectors to computer terminals.



The Brown Library — In Its Third Century

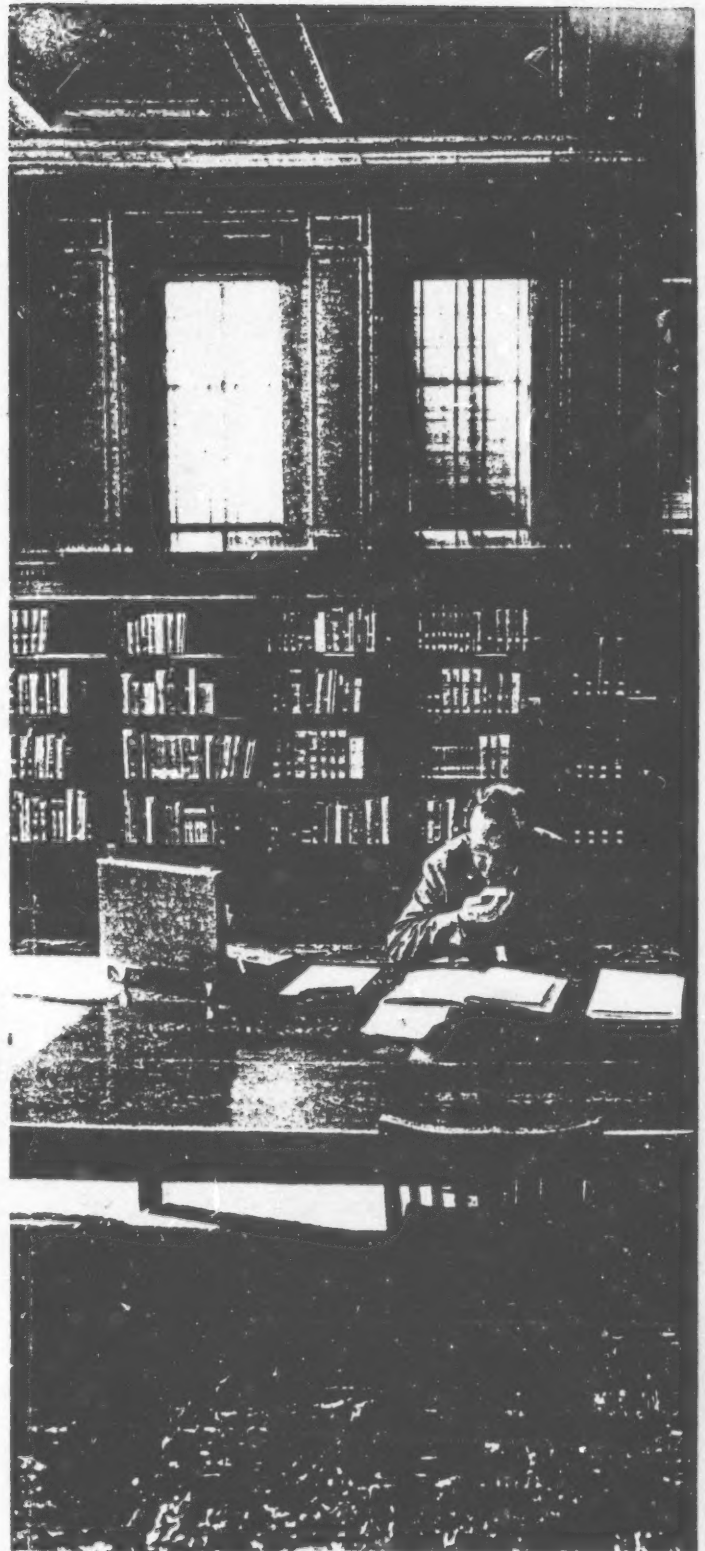
In 1767, the Brown Library began with the gift of a single book. Drawing on his own collection, President James Manning gave the college, then known as Rhode Island College, a Latin volume printed in 1612.

During the remainder of the colonial period, and for some time after, the Library grew almost entirely by gifts of books — "being such as our friends could best spare," as President Manning said. Now, the Brown Library needs such friends more than ever.

Today, teaching, learning, and scholarship at Brown revolve around a library system which holds more than 2.8 million items. Faculty and graduate students rely on the library's resources to begin and pursue their research. The University Library includes:

- ☐ the Rockefeller Library's seven levels of collections in the social sciences and humanities
- ☐ the 14-story Sciences Library, opened in 1971
- ☐ the Pembroke College Library
- ☐ the John Hay Library, a national treasure of rare books, manuscripts and other artifacts of national and international importance

Also on campus is the John Carter Brown Library, which contains the world's largest collection of books and other materials about America written before 1800.



Goals of The MIT Leadership Campaign

SELECTED EXCERPTS

Total
in millions

Endowment

\$ 50.0 Distinguished Professorships and Career Development Support for Younger Faculty

10.0 Student Aid: Loan Funds, Scholarship Funds, and Special Loan Subsidy Support

20.0 Research and Innovation Funds

20.0 General Endowment

\$100.0 Total

New Program Support

\$ 7.5 Energy Laboratory

2.0 Health Sciences

2.5 Division for Study and Research in Education

1.2 Creative and Performing Arts

8.0 Library System Development Fund

2.0 Continuing Education

20.0 Support for Special School and Departmental Needs

\$ 43.2 Total

Facilities

\$ 10.0 Student Housing

6.2 New Athletics and Special Events Center

45.6 Other Facilities, including:
School of Management
School of Architecture and Planning
Department of Mathematics
Lecture Hall 10-250
Library Construction Fund
Department of Psychology
Creative Arts and Public Events
Independent Residence Development Fund
Existing Commitments

\$ 61.8 Total

\$ 20.0 Unrestricted Funds

\$225.0 Grand Total

Summary of the Goals of the MIT Leadership Campaign

Endowment

Endowed funds for distinguished professorships and career development support for younger faculty; student aid, including loan funds, scholarship funds, and special loan subsidy support; research and innovation funds; and general endowment.

New Program Support

Expendable funds for new programs in the Energy Laboratory, health sciences, the Division for Study and Research in Education, creative and performing arts, library system development, continuing education, and support for special school and departmental needs.

Facilities

Carefully evaluated new facilities and renovations, including student housing, athletics, the School of Management, the School of Architecture and Planning, the Department of Mathematics, Lecture Hall 10-250, Library Construction Fund, the Department of Psychology, creative arts and public events, and the Independent Residence Development Fund.

Unrestricted Funds

Unrestricted funds to allow critical flexibility in budgetary allocations, in permitting MIT to respond without delay to immediate or short-term capital needs, and to permit the application of resources to purposes of maximum future benefit.

\$8.9 million Library System Development Fund

\$4.5 million Automated Library Operations and Catalogue

MIT is seeking to develop an automated library with computer linkages to other important libraries in the nation and to regional and national bibliographical data bases. This would extend the reach of faculty and students far beyond MIT's own library facilities. When coupled with a delivery service this would provide users with remote access to catalogue information and to library materials. It would also introduce unprecedented flexibility in the intellectual management of collections by subject or topic. It would be as though one could construct a library with completely moveable walls, and MIT calls this concept "the library without walls." At MIT, this new capacity to provide centralized management for dispersed groupings of library holdings reinforces the good match that already exists between the organization of the library system and the Institute itself. Other aspects of new technology, such as the increased use of microforms, films, and cassettes, require the acquisition of modern equipment for their use, handling, and storage.

\$1.5 million Strengthening Library Collections Fund

MIT does not aspire to comprehensive collections of library materials in all disciplines. In several areas, however, it does not have collections adequate to the educational or research aspirations of its academic programs. MIT needs to fill significant literature gaps in many areas.

\$1.0 million Special Need for the History of Contemporary Science and Technology

MIT currently has an estimated 30,000 to 40,000 volumes of valuable older and rare books that, gathered together and properly preserved, could constitute a national resource for the history of contemporary science and technology. It would provide an unmatched literature base for a new program of Technology Studies, and for anticipated expansion of work on the history of contemporary science and technology. About 20,000 of these volumes are spread among the general collection and need to be identified and assembled for special use and safekeeping. Many of these volumes are deteriorating and must be repaired and restored before they can be returned to active use.

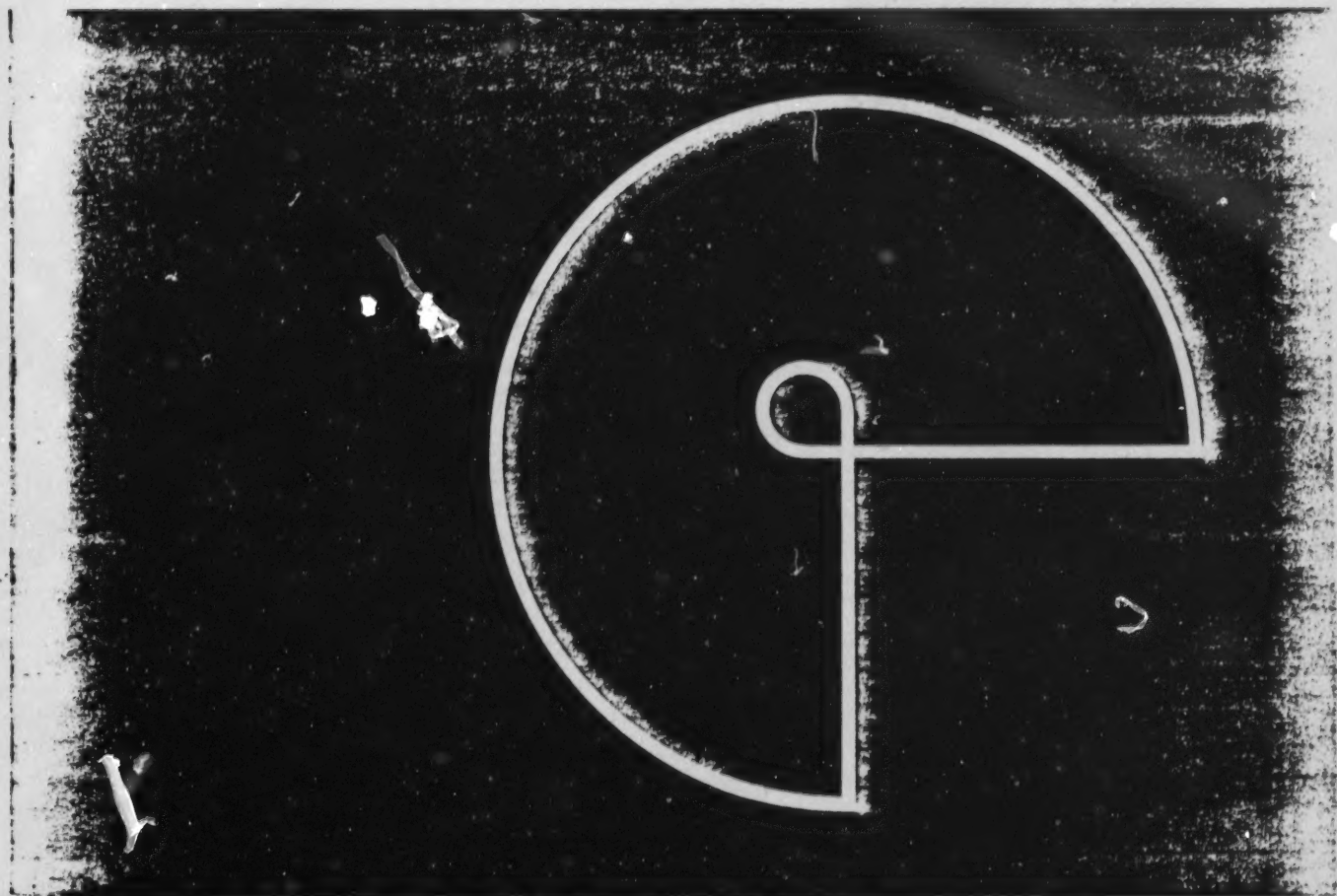
\$4,500,000	Automated Library Operations and Catalogue
\$4,000,000	Automated Library includes:
\$500,000	Detailed automation plan
\$1,500,000	On-line access to catalogue
\$500,000	Automated acquisitions and circulation system
\$20,000-\$250,000	Supply computer terminals
\$250,000	Equipment includes:
\$10,000-\$125,000	Microform equipment and facilities
\$10,000-\$125,000	Center for visual library materials which includes slides, photos, microfiche, non-textual
\$250,000 per year	Computer linkage:
\$75,000 per year	To national information data banks
\$50,000-\$125,000 per year	To statistical data banks (e.g. census tapes)
\$10,000-\$50,000 per year	Funds for classroom and student use of computer banks
\$1,500,000	Strengthening Collections
\$50,000-\$300,000	Energy
\$5,000-\$150,000	Industrial technology which includes a variety of interdisciplinary components of relevance to specific industries
\$25,000-\$250,000	Life and health sciences and bioengineering
\$10,000-\$125,000	Oceanography and ocean engineering
\$10,000-\$100,000	Astronomy and astrophysics
\$10,000-\$125,000	Transportation
\$10,000-\$200,000	Social sciences and management
\$25,000-\$150,000	History of art and architecture
\$50,000-\$100,000	General and cultural collection for undergraduates

\$1,000,000	History of Contemporary Science and Technology
\$15,000	Selection and assembly of the 30,000 to 40,000 volumes of valuable books already in the MIT libraries
\$10,000-\$250,000	Repair and restoration of deteriorating books among those in our older collection
\$30,000	Construction of controlled environment quarters for valuable books
\$20,000-\$250,000	Acquisition of additional materials for collection on the history of contemporary science and technology which includes preservation of libraries and files of famous scientists and engineers
\$10,000-\$250,000	Institute Archives — for added space and the staff to catalogue official records of the Institute
\$1,000,000	Study of Technological Society
\$25,000-\$250,000	Acquisition of special books, publications, papers, and other materials for a collection on the study of technological society

Library Construction Fund

Substantial space will be needed to keep up with anticipated growth of collections, which in turn are responding to the developing academic programs of the Institute. In addition, as new construction is undertaken to accommodate growing departmental and laboratory programs, opportunities will arise for realigning MIT's five major and five branch libraries into new more effective and efficient combinations. The most promising example might be a new combined science-engineering library. A more modest example could be a renovation and expansion of the Rotch Library, or refurbishing of the Science Library. One of the most pressing needs that would benefit all five major MIT libraries would be the construction of a remote facility to house less-used material, thus easing crowding in all existing libraries. These construction programs might be heavily influenced by regional arrangements; however, it is only realistic to expect that the additional space required will exceed 50,000 sq. ft., which will mean a multi-million dollar program.

Michigan State University
The \$17 Million
Enrichment Program



**The State Center
for the Performing Arts
The Museum
The Library
Endowed Faculty Chairs**

Introduction



Clifton R. Wharton, Jr.
President
Michigan State University

Michigan State University's \$17 Million Enrichment Program continues the University's 122-year tradition of public and private support of one of Michigan's primary educational, research, public service, and cultural resources. The Enrichment Program — the University's first major fund drive — will provide for further excellence in four key areas. And it will better enable the University to meet its responsibilities to the people of the state, the nation, and the world.

The primary component of the Enrichment Program is the new State Center for the Performing Arts. This modern, fully-equipped performing arts complex will meet the urgent and long-felt need for a facility equal to or surpassing those of other "top twenty" universities. The State Center for the Performing Arts will provide an ideal setting for teaching and performance for the campus community and the entire central Michigan region, enabling the performing arts to play a more active and continuous part in the lives of students, faculty, and area residents.

The Enrichment Program will complete the first phase of the construction of a new natural and cultural science museum on campus. This important University facility is utilized heavily by students and



John A. Hannah
President Emeritus
National Campaign Chairman

faculty, as well as school children and adults from all over the state. The new museum building will more than double existing exhibit space.

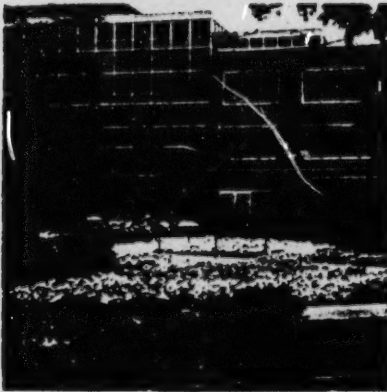
A further goal of the Enrichment Program is the strengthening of the "Library of Tomorrow" in which this facility will increasingly function as a learning, as well as a reference, resource.

Finally, the Enrichment Program will make possible the establishment of endowed faculty chairs and professorships which will attract additional outstanding leaders in various disciplines to the MSU campus.

Private support has long been and remains vital to the University. Although the University is largely funded by public monies, many urgent needs can be met only through private funding. The reason for this is that State appropriations may not be used for non-instructional buildings. In other areas they are not sufficient to build or sustain the educational excellence a top-ranked university requires.

Therefore, in achieving the goals of the \$17 Million Enrichment Program, Michigan State looks to individuals, foundations, corporations, and others concerned with the University's future, to join with us in the work to be done.

The Library



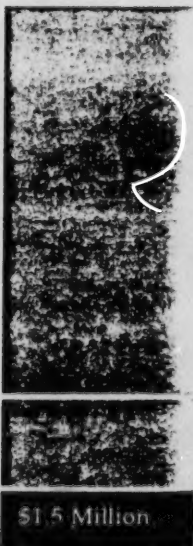
The Michigan State University Library comprises over 2.2 million volumes in three major collections — the Research Library, the Undergraduate Library, and the Science Library. There are nine different college and department libraries on campus, all of which are part of the University Library.

Today, three significant factors are converging in library service. First is the need — in keeping with the library's traditional role as a repository and reference resource — to maintain collections in full and up-to-date, adding new material as it appears, and filling in any past gaps.

The second factor is the advent of microformat materials, which are supplementing and in some cases replacing print materials. Microformat techniques make it possible to store, for instantaneous retrieval, vast amounts of information in relatively little space.

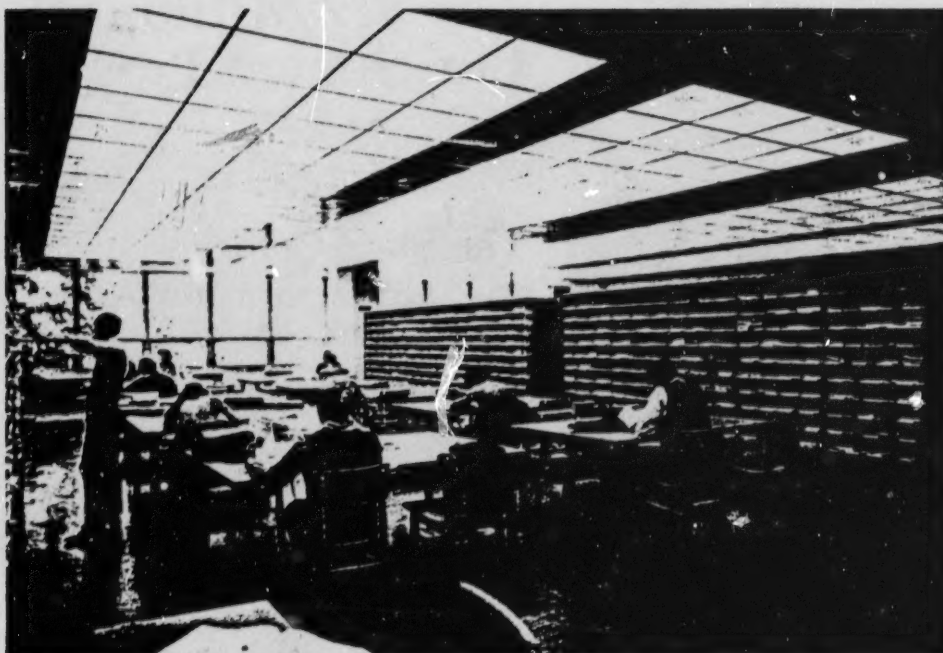
The third factor which bears on library service today is the growing tendency in institutions of higher education to use the library as an instructional and teaching resource. At Michigan State, students are referred to the Library for lectures and laboratory demonstrations on film, slides and videotapes of contemporary and historic events, and computer simulations or "learning games."

The University has begun to think of its library as "The Library of Tomorrow" in which the two basic concepts of library service — a research and reference resource, and a center for learning and instruction — are integrated. The Library's needs can be divided into two major categories. First, is the continuing development of its holdings in all media — print, microformat, tape, film. Second, is making its



\$1.5 Million

The Library



holdings and services maximally available to all who rely on them — MSU students and faculty, individuals, business and industry in the state, and the Legislature.

These needs can only be met through the implementation of modern techniques and the provision of up-to-date equipment. Reading rooms, for example, for both print and microformat materials, are seriously outdated and overcrowded, and must be expanded and renovated. In addition, new microformat and audio visual reading equipment is needed.

The Michigan State University Library: A total of \$1.5 million is needed for the Library Enrichment Program. Gift opportunities within the Library are described on page 24.

Summary: The \$17 Million Enrichment Program

\$11 Million

The State Center for the Performing Arts

(The cost of the State Center for the Performing Arts will actually be \$16 million. However, approximately \$5 million for related academic purposes will be sought from the state. Thus, the sum which must be raised to build and equip the Center is \$11 million. Similarly, phase two of the Museum building program, which will provide for educational and research activities, would be eligible for state appropriations.)

\$2.75 Million

The Museum

\$1.5 Million

The Library

\$1.75 Million

Endowed Faculty Chairs

Gift Opportunities

Library Enrichment Program



The MSU Library Enrichment Program is comprised of both programmatic and renovation needs. Some gift opportunities for the Library physical plant are:

Auditorium	\$100,000
Area Alterations	50,000
Furnishing Groups — Undergraduate (2)	50,000 ea.
Furnishings — Audio and Voice	30,000
Floor Area Alterations (2)	25,000 ea.
Furnishings — Microformat Area	25,000
Viewing rooms (3)	15,000 ea.
Stereo Carrel System	10,000
Microfiche Duplicator	6,000
Lounge Areas (2)	5,000 ea.
Video Cassette Equipment (6)	2,000 ea.
Microfilm Readers (20)	1,500 ea.
Microfiche Readers (6)	1,000 ea.
Microform Shelving Ranges (15)	1,000 ea.
Study Groupings (20)	1,000 ea.
Microprint Readers (4)	500 ea.
Study Carrels (50)	500 ea.
Mediated Carrels (10)	500 ea.



The
University of Oklahoma

OFFICE OF THE PRESIDENT
660 Parrington Oval, Room 110
Norman, Oklahoma 73019

October 13, 1981

Dear Alumnus:

As you probably have read by now, the \$13 million expansion of the William Bennett Bizzell Memorial Library is well under way. The new Doris W. Neustadt Wing allows us to double our space to 300,000 square feet, and our goal is to complete construction by April, 1982.

To complement this goal, we have just received a \$200,000 Challenge Grant for library acquisitions from the Kerr Foundation. It is critical that we rapidly improve our library holdings to match our physical expansion.

The Kerr executives are, with their gift, challenging the alumni and friends of The University of Oklahoma to match each dollar 2 for 1.

This means that we need to raise \$400,000 for library acquisitions by June, 1982.

For this reason, I have altered this year's annual book campaign and am asking you--in addition to your 1981 gift--to pledge now for the next two years to the campus libraries. Your pledge will be credited to our \$400,000 goal.

With your help, we can make this the largest library campaign in the history of any Oklahoma educational institution. Construction and acquisitions will exceed \$13.5 million.

Enclosed are a pledge card and envelope. Include books on your list of gift priorities. A university is only as good as its resources.

Sincerely,

William S. Banowsky
President



There is a direct correlation between Academic Excellence and an institution's tangible resources. A university's greatness can be quickly determined by assessing the quality and growth of its libraries.

William S. Banowsky
President
The University of Oklahoma

the University of Oklahoma Libraries, the decade of the '70s ended on a very positive note. New leadership, both the University and the Libraries set the tone for physical expansion and improvements in services library-wide.

As the decade of the '80s began, so did the initial construction stages of a \$13 million library addition. On completion in early 1982, the 150,000 square foot building, to be named the Doris Neustadt Wing of the William Bennet Bizzell Memorial Library, will almost double the usable space in the main library facility.

In anticipation of increased demands for research materials and other library services, and to ensure academic excellence at the University of Oklahoma, the University has made a strong commitment to increased funding for the library system.

In fiscal year 1979-80 the materials budget was increased by \$400,000; the following year saw an additional \$300,000; and the current fiscal year permitted a materials budget increase of still another \$200,000, a total increase of \$900,000 since 1979.

By doubling the acquisitions budget over a period of three years, the administration has demonstrated its commitment to secure membership in the Association of American Universities by providing the necessary resources for both academic instruction and scholarly research.

Additional funds from alumni and friends have further strengthened the libraries' acquisitions program. A \$5 mil-



tion endowment and an additional \$1 million for acquisitions to support collection development in the library is also part of the University's Campaign for Academic Excellence.

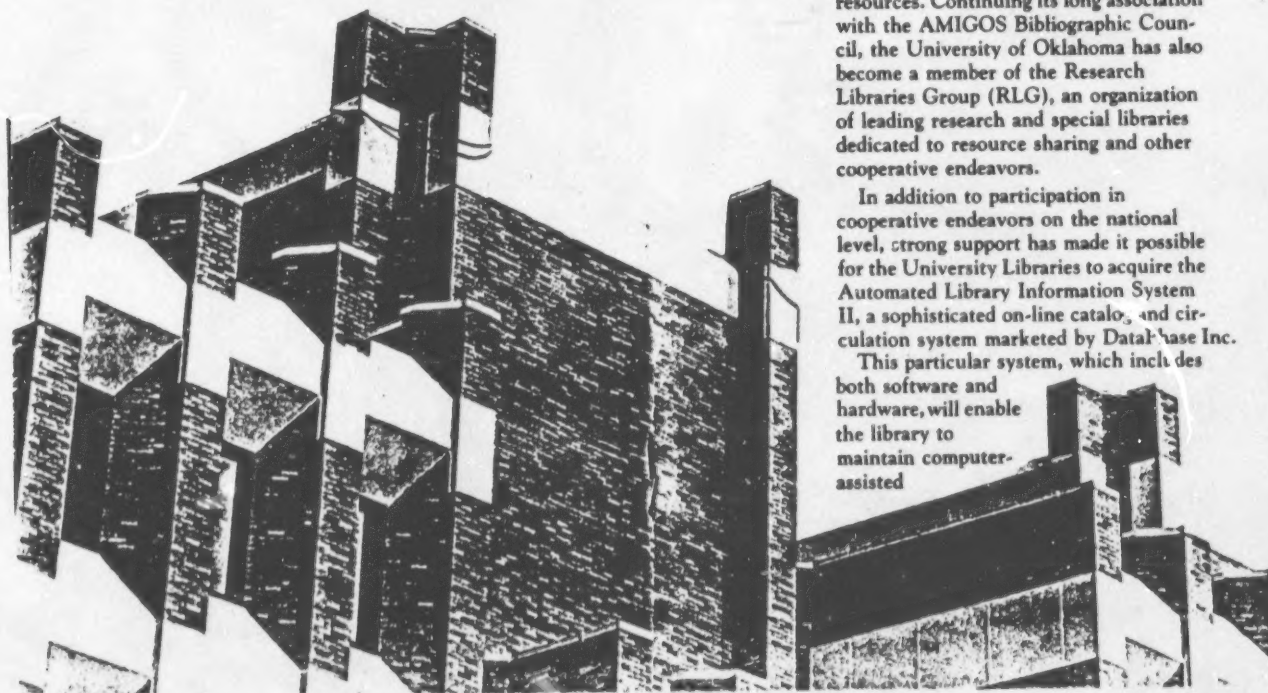
Most recently, the University of Oklahoma Libraries submitted a proposal to The Kerr Foundation for a grant to enhance collection development activities, which resulted in a \$200,000 Challenge Grant which, in turn, will also generate \$400,000 in matching funds over the next year.

These monies are earmarked for the purchase of books, periodicals, microforms and other library materials, particularly in Americana, which will support both undergraduate and graduate education and research.

Besides strengthening the libraries' resources, there is also a strong commitment to improving access to those resources. Continuing its long association with the AMIGOS Bibliographic Council, the University of Oklahoma has also become a member of the Research Libraries Group (RLG), an organization of leading research and special libraries dedicated to resource sharing and other cooperative endeavors.

In addition to participation in cooperative endeavors on the national level, strong support has made it possible for the University Libraries to acquire the Automated Library Information System II, a sophisticated on-line catalog and circulation system marketed by Database Inc.

This particular system, which includes both software and hardware, will enable the library to maintain computer-assisted





...bibliographical control of its holdings while substantially reducing the time required to organize and circulate them.

With current holdings of 1.8 million volumes, 750,000 government documents, approximately 1.5 million microforms, and subscriptions to 16,000 serial titles, the University of Oklahoma Libraries maintain a leadership role among libraries in the state and across the nation.

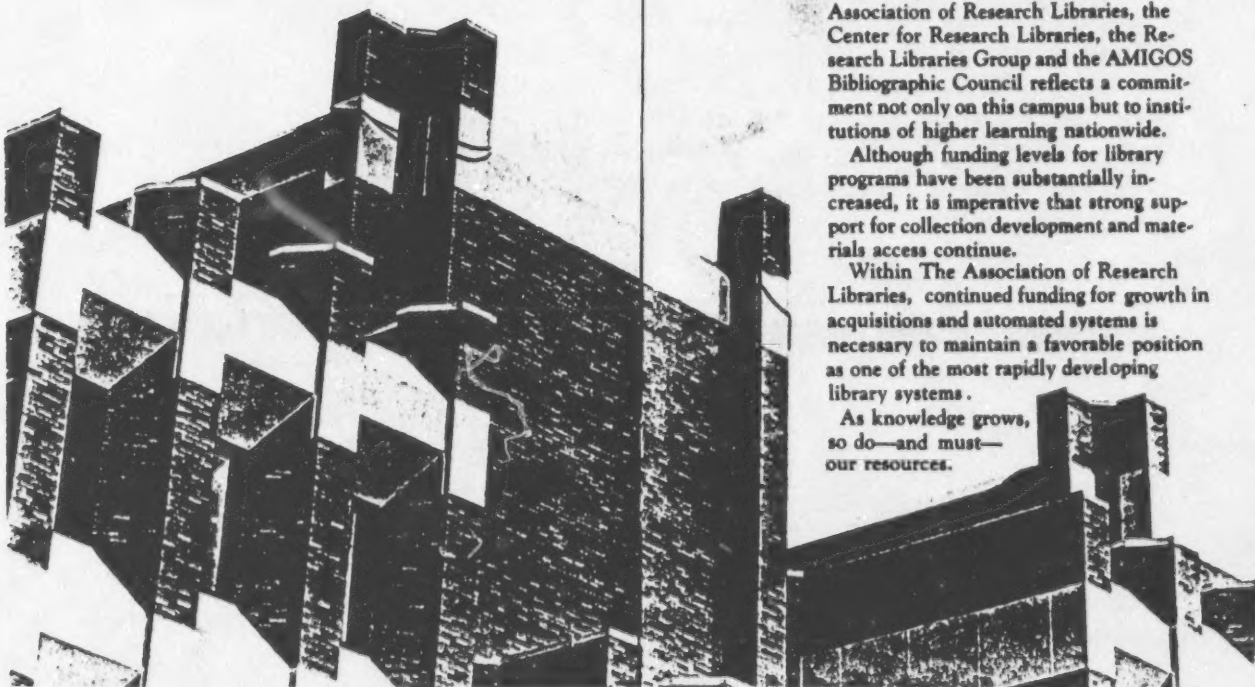
The scope and quality of the Western History Collections, the History of Science Collection, the William Bennett Bizzell Bible Collection and the Harry W. Bass Business History Collection are known to scholars worldwide and bring internationally known researchers to the campus throughout the year.

The continued participation of the University of Oklahoma Libraries in the Association of Research Libraries, the Center for Research Libraries, the Research Libraries Group and the AMIGOS Bibliographic Council reflects a commitment not only on this campus but to institutions of higher learning nationwide.

Although funding levels for library programs have been substantially increased, it is imperative that strong support for collection development and materials access continue.

Within The Association of Research Libraries, continued funding for growth in acquisitions and automated systems is necessary to maintain a favorable position as one of the most rapidly developing library systems.

As knowledge grows, so do—and must—our resources.



The University of Oklahoma Associates Program

was created in 1979 by President William S. Banowsky to improve academic programs and opportunities. Since that time, more than 1,700 individuals, couples, corporations, and business firms have become members, far surpassing the original goal of 300.

Representation of alumni and friends is wide-spread, with members in more than 25 states and several foreign countries. In Oklahoma, more than 90 cities and towns are represented, and members are located in more than 30 Texas communities.

The Associates Program has increased the quality of education and created optimism on both the Norman campus and the Health Sciences Center on the Oklahoma City campus. Since the beginning of the Program, educational projects in all of the University's 17 Colleges have been assisted. Funds have been used for instructional support, library enrichment, scholarly meetings, the arts, research and creative activity, and awards, scholarships, and fellowships.

President Banowsky believes that the Associates Program has created the positive climate in which other progress has been made, including the \$13 million expansion of Bizzell Memorial Library, a campus beautification project, the \$7.8 million pharmacy building, and the \$65 million Energy Center.

The Associates Program offers several avenues of participation to meet the needs of donors, including long-range gift opportunities. Here is a summary of this comprehensive program.

ANNUAL MEMBERSHIP

Annual Members in the OU Associates contribute \$1,000 or more each year for unrestricted academic support. Those who join as new members in 1982 will be added to the active list immediately. The listing is carried in the name of only one individual. The gift may be made at any time on or before December 31, 1982. Unless the Associate requests a specific billing date, he or she will receive an invoice in November.

These crucial funds from the Annual Memberships give the University the freedom to encourage innovation and creativity, and to provide support where the need is greatest. Annual Memberships serve as the core of the Associates Program. Currently, these members provide funds equal to that which would be provided by an endowment in excess of \$1.5 million, creating a living endowment for the University.

English was one of the first disciplines to receive support from the Associates Program. Funds were used to strengthen the Freshman English Composition Program by adding nine new full-time instructors. These positions were added to the University budget the following year. I have seen personally what a difference the Associates Program has made in the education of young men and women.



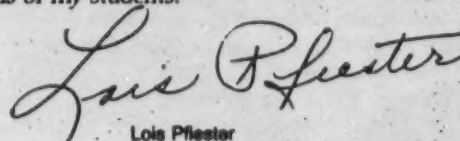
Alan R. Velle
Chair, Department of English

LIFE MEMBERSHIPS

Life Members make a one-time unrestricted gift of \$15,000. The Life Member's name is carried on the active list throughout the Associate's life. During 1982, Life Memberships will be earmarked to complete the endowments of a number of endowed chairs and named professorships. Thus the Life Member's gift will serve to increase the academic quality of the University forever.

Once these endowments are complete, Life Membership funds will be for the most pressing needs of the University, as are the Annual Funds. Life Membership funds enable the President to address critical academic needs in a meaningful way.

Funds from the Associates Program provided a research grant to build a walk-in-growth chamber for algae. The result is one of the finest growth chambers that I have seen in any research laboratory. It is a facility that will give me room for research growth. I appreciate very much receiving the funds that support my academic endeavors and enable me to better meet the needs of my students.



Lois Pfeister
Associate Professor of Botany

ENDOWED MEMBERSHIPS

Endowed Members make a one-time unrestricted gift of \$25,000. This gift is deposited in The University of Oklahoma Foundation, Inc., in the Associates Endowment Fund. The principle is held permanently and only the earnings are available for use on an annual basis.

An Endowed membership creates a permanent membership for the Associate or a permanent memorial for an individual whom the Associate wishes to honor. The name, which may be carried for an individual or a couple, will be on the active list forever. Endowed Membership funds provide the University with the opportunity for vital, long-range planning and represent an enduring commitment to the institution.

CORPORATE MEMBERSHIP

An annual gift of \$5,000 or more from a corporation, partnership, business firm, professional firm, or foundation, constitutes a Corporate Membership. The donor may make an unrestricted contribution or may restrict the gift for use by a particular college or for the Health Sciences Center.

The 1982 Associates Program

Corporate memberships are listed in the name of the corporation, partnership, business firm, professional firm, or foundation, with the city of origin. The corporate listing does not carry the name of any individual.

These memberships provide the University with funds for specific programs and enable the donor to contribute to an area of interest or the area of greatest need.

The University budget has not allowed sufficient funds to purchase the equipment needed to keep our undergraduate laboratories up-to-date, nor to purchase the kind of equipment required to attract young faculty members in a most competitive marketplace. Through Corporate Memberships restricted for Engineering, we are addressing these needs of our large and growing College. The benefit to our students is almost immeasurable.

Martin C. Jischke

Martin C. Jischke
Dean, College of Engineering

DEFERRED GIFT MEMBERSHIP

Arrangements for a deferred gift of \$100,000 or more entitles the donor to a Deferred Gift Membership, and the name of the donor is carried on the active list forever. If the gift is from a couple, both names are added to the active list.

A trust or a will establishing the University as a beneficiary is all that is required. Gifts may be restricted by academic area or designated for unrestricted academic use. The donor establishing a Deferred Gift Membership should provide, or have the donor's attorney provide, evidence of the appropriate documents.

Deferred Gift Memberships enable the donor to retain the use of his or her resources while insuring substantial support for the University's search for increased excellence.

THE ASSOCIATES LIST

The names of all Associates are published each year in the Annual Report and in the programs for home football games. From time to time, the list or portions of the list may be used in University publications or in news releases.

Otherwise, the list of names and all related information is kept confidential and is circulated neither within the University nor outside it.

If an Associate does not wish his or her name to be published, that request is always honored.

BENEFITS OF MEMBERSHIP

Each Associate receives a membership card which may be used as a library card in the University libraries. In addition, members are invited to the campus from time to time for various fine arts performances, sports events, and educational activities. An Associate may bring his or her spouse or a guest to these activities.

In addition, every effort is made to utilize the resources of the University for Associates and to assist them in any way possible. Examples of service provided range from the translation of a French tapestry to guiding the son or daughter of an Associate through the admissions process.

TO BECOME A MEMBER

Those who wish to join the Associates Program should fill out a commitment card. Cards are available for both individual and corporate memberships. Checks should be made payable to: OU Foundation—Associates 1982. The Foundation meets IRS conditions for tax-deductible contributions. The check should be mailed to:

Office of Development
The University of Oklahoma
900 Asp Avenue, Room 225
Norman, Oklahoma 73019

A CAMPAIGN OF HIGHEST PRIORITIES

*A Statement from Neil L. Rudenstine '56
Provost
Princeton University*

There have been times in the past when the University has sought funds primarily to expand, or to construct substantial new facilities, or to change the shape of its curriculum. The task of the 1980s, however, is a different one. It is to guarantee that, during a period of protracted financial stringency, the University's commitment to exceptional quality—of faculty, of students, and of programs—will not be compromised.

It is to guarantee also that Princeton can continue to maintain, as an absolutely central part of its educational program, its strong emphasis on individual attention and on independent work. The preceptorial, the senior thesis, and the Ph.D. dissertation are all exceptionally effective methods of teaching—and learning. But they are also very expensive.

As we focus upon the 1980s, the University's major goals are very clear. Our ability to realize these goals, however, depends squarely on the success of the current Campaign. Briefly stated, our highest priorities are the following:

First, we must continue to attract and retain for Princeton the best possible faculty, committed equally to excellent teaching and advanced research. Put simply, the faculty embodies the academic quality of the University. We must find sufficient additional resources, not only to compensate adequately those faculty who are already committed to Princeton, but also to insure a steady flow of exceptionally talented young teachers and scholars, on whom the future depends.

Second, we must continue to enroll an outstanding and diverse student body at both the undergraduate and graduate levels. Despite recent reductions in outside support, Princeton so far has been very fortunate. It has remained fully competitive in attracting excellent students at the graduate level, and it has also been able to preserve an undergraduate admission policy based strictly on the qualifications

A CRUCIAL MARGIN
OF FLEXIBILITY

of individual applicants without reference to their financial means. The next few years, however, will be a time of intense pressure on financial aid budgets, and it is not at all clear that we will be able to maintain our current policies unless significant new funds are raised.

Third, we must provide the critical facilities, equipment and materials essential for both faculty and students to carry forward their work. Education depends most of all upon the human qualities of the people engaged in it. But during the next decade funds also will be required to renovate key facilities in the sciences and the arts; to sustain the library's acquisition budget as well as to solve its most pressing space problems; and to provide research groups with up-to-date equipment and other vital resources. Unless faculty and students have the necessary materials with which to work, they simply cannot realize a full measure of success.

Finally, we must secure some additional funds to afford the University a small but crucial margin of flexibility in the coming years: flexibility to pursue, selectively, some important new fields; or to strengthen relatively new enterprises that are not yet fully established; or to increase the intensity of our efforts and the quality of our programs in those instances where we believe that a modest investment can yield disproportionately substantial benefits.

No significant institution can remain excellent simply by guarding carefully the achievements of its past. This is not a time for major expansionary efforts, but neither is it a time when the University—or the nation—can afford to do less than its best in the search for significant new knowledge, or in the education of those students who will provide critical leadership in the generations to come.

Princeton has never sought to measure the nature of its contribution in quantitative terms. By any standard, we remain the smallest of the world's great research universities. The priorities for the 1980s, accordingly, are clearly focused upon maintaining and strengthening the sheer quality of what we do. But our efforts will only succeed if we have the resources to match our aspirations. Much—very much—depends on the Campaign now under way.

CAMPAIGN GOALS

(In millions of dollars)

FACULTY AND ACADEMIC PROGRAMS \$ 97.0

Faculty	\$57.0
Academic Programs	\$26.0
General Academic Support	\$14.0

ACADEMIC FACILITIES \$ 47.0

Libraries	\$17.2
Science and Engineering	\$20.0
Arts	\$ 7.5
Classroom Renovations	\$ 2.3

STUDENT AID \$ 35.0

Need-based Scholarships and Fellowships	\$20.0
Merit Fellowships	\$10.0
Student Loan Fund	\$ 5.0

RESIDENTIAL LIFE \$ 32.0

New Residential College Centers	\$14.0
Improvements to Existing Dining/Social Facilities	\$ 4.0
Dormitory Renovations	\$12.0
Chapel and Religious Ministries	\$ 2.0

ATHLETICS \$ 9.0

Facilities	\$ 4.5
Intercollegiate and Intramural Programs	\$ 4.5

UNRESTRICTED SUPPORT THROUGH ANNUAL GIVING \$ 55.0

CAMPAIGN TOTAL	126	\$275.0
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The principal source of Princeton's strength is its faculty, and the Campaign's largest single goal is to increase support for both senior and junior faculty.

The demanding standards for appointment and advancement at Princeton assure the international pre-eminence of its faculty, as long as adequate resources are available to meet the costs of quality. Meeting these costs has ramifications well beyond Princeton. For example, Nobel laureate Sir W. Arthur Lewis believes that "because universities have become the principal creators and guardians of new knowledge, the responsibilities of faculty are nothing less than to preserve and improve the quality of civilization. Our task is greater than merely to exercise the minds of the young. If that were our only aim, we could teach chess and be successful. Instead, we must also instill and maintain a broad understanding of the importance of knowledge."

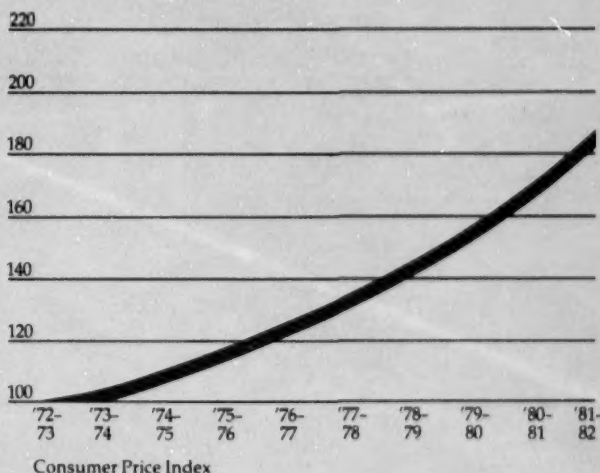
Some colleges and universities choose to concentrate their salary resources on a small percentage of outstanding individuals. But Princeton requires the funds to pay for quality throughout the faculty. While Princeton has managed reasonably well by some measures over recent years, it has not been able to keep pace either with salary levels in other fields competing for academic talent, or with the cost of living.

The Campaign is seeking \$49.5 million in endowment and \$5.5 million in spendable term support for new professorships and preceptorships. These positions will provide welcome opportunities to recognize the faculty members who occupy them, and to honor those for whom they are named. Some of these funds will permit a modest increase in the size of the faculty in selected areas. In other cases, these funds will free other resources which can then be used for general salary increases.

In addition to adequate salaries, faculty members may require special leaves of absence, travel support, or other forms of assistance if they are to work at their fullest capacity. The Campaign goals include a Dean's Fund of \$2 million to provide additional flexibility in meeting these important needs.

Beyond the \$57 million in direct support for faculty across all areas of the University, the Campaign is seeking \$26 million for various academic programs, and \$14 million for the support of libraries, laboratories, and the Art Museum.

AVERAGE FACULTY COMPENSATION
VS. THE CONSUMER PRICE INDEX



■ Compensation for Full Professors

Based on average full-time salaries for full professors at Princeton, including fringe benefits. Consumer Price Index, U. S. Department of Labor, Bureau of Labor Statistics. 1972 equals 100 for both indexes.

SUMMARY OF SPECIFIC GOALS

Endowed Chairs	\$37,500,000
Thirty professorships at \$1,250,000	
Endowed Preceptorships	\$12,000,000
Sixteen preceptorships at \$750,000	
Term Professorships and Preceptorships	\$5,500,000
Five-year professorships at \$400,000 to support senior faculty, and three-to-six-year preceptorships at \$150,000 to \$300,000 for promising junior faculty	
Dean's Fund	\$2,000,000
Discretionary resources for special opportunities and needs among current and prospective faculty	
Academic Programs	\$26,000,000
Includes the Life Sciences, the Woodrow Wilson School, Engineering and Applied Science, International and Regional Studies, Art, Music, and other departments	
General Academic Support	\$14,000,000
Includes \$8,000,000 for library materials, conservation and new technology; \$5,000,000 in a Scientific Research Fund for start-up grants and new equipment; and \$1,000,000 in Art Museum endowment	
Total: Faculty and Academic Programs	\$97,000,000

Fifteen Nobel laureates have been associated with Princeton's physics department, including John Bardeen *36, the only person to receive the prize twice in the same field. Princeton also has an unusually distinguished record in the astrophysical sciences, and its strengths in mathematics are second to none.

While strong, Princeton's programs and facilities in the life sciences need further development, and one of the major goals of the Campaign is to increase the University's capacity to contribute to the exciting work occurring in biology, biochemistry, chemistry, and related fields. One of the few new buildings planned for the 1980s is a laboratory module for the biochemical and biological sciences. Modernization of existing buildings and laboratories is also planned, in part to overcome the obsolescence of facilities built and equipped some years ago, and in part to enable the University to support research on the frontiers of knowledge in these rapidly evolving fields.

In addressing the instructional facilities needs of the School of Engineering and Applied Science, the Campaign aims to renovate classrooms and laboratories and to convert existing space into a new auditorium with advanced audio-visual equipment and on-line computer access.

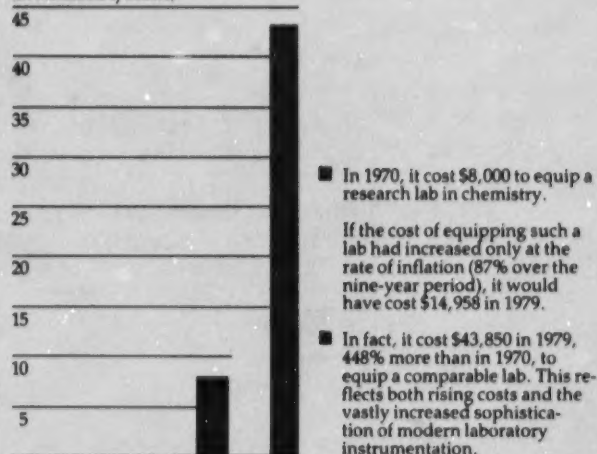
With more than three million volumes housed on approximately 80 miles of shelves, Princeton's available library space is rapidly approaching capacity. The Campaign seeks funds to expand and renovate parts of Firestone; to create a new Near Eastern Studies library that would consolidate one of Princeton's great collections; and to establish a new Chemistry/Biochemistry library.

In music and the arts, the Campaign seeks new funds to renovate the theatre, dance and visual arts facilities at 185 Nassau Street, and to improve Alexander Hall so that it may serve more adequately the University's burgeoning activities in music and the other performing arts. The Art Museum serves essential teaching objectives for Princeton students while also introducing its own and other collections to a broader audience; the Campaign includes \$4 million so that it can be expanded and substantially improved.

Meeting these goals is as important to the health of the arts at Princeton as providing proper laboratories and equipment is to the sciences.

INFLATION VS. COST TO EQUIP A RESEARCH LABORATORY: 1970-1979

(In thousands of dollars)



Source: "The Scientific Instrumentation Needs of Research Universities," A Report to the National Science Foundation by the Association of American Universities, June 1980. Inflation figures based on Consumer Price Index, U.S. Department of Labor, Bureau of Labor Statistics. Chart does not include departmental equipment to which access is required, the cost of which increased 626% over the same period.

SUMMARY OF SPECIFIC GOALS

Libraries	\$17,200,000
Firestone: \$11,200,000	
Near Eastern Studies: \$3,800,000	
Chemistry/Biochemistry: \$2,200,000	
Science and Engineering	\$20,000,000
Life Science Buildings: \$15,800,000	
Engineering Auditorium and Classrooms: \$1,200,000	
Modernization of Laboratories: \$3,000,000	
Arts	\$7,500,000
Art Museum: \$4,000,000	
Alexander Hall: \$2,000,000	
Creative/Performing Arts Facility at 185 Nassau Street: \$1,500,000	
Classroom Renovations	\$2,300,000
Including improvement of McCosh 50 and upgrading of audio-visual capabilities	
Total: Academic Facilities	\$47,000,000

SOURCES OF INFORMATION
NON-PROFIT FUND RAISING

Materials, training, computer-searching

The Grantsmanship Center
1031 South Grand Ave.
Los Angeles, CA 90015

The Foundation Center
Main Office
888 Seventh Ave.
New York, NY 10106
(other main centers in Washington, DC, Cleveland, and San Francisco;
microfiche available at many other locations)

Center for Nonprofit Organizations
203 West 25th St., 3rd Floor
New York, NY 10001

Public Service Materials Center
111 N. Central Ave.
Hartsdale, NY 10530

Taft Corporation
5125 MacArthur Blvd., NW
Washington, DC 20016

National Society of Fund Raising Executives
Suite 831, Investment Building
1511 K Street, NW
Washington, DC 20005
(certification program)